



## NOTICE OF REDEMPTION

Northern Telecom International Finance B.V.  
7% Convertible Subordinated Debentures  
Due 1997

NOTICE IS HEREBY GIVEN pursuant to the terms of an Indenture dated as of December 1, 1982 among Northern Telecom International Finance B.V. (the "Company"), Northern Telecom Limited, as Guarantor, Bankers Trust Company, as Trustee and Montreal Trust Company of Canada, as Co-Trustee (the "Indenture"), that the Company will redeem all of the outstanding 7% Convertible Subordinated Debentures Due 1997 issued pursuant to the Indenture (the "Debentures") on November 23, 1983 (the "Redemption Date") at a price of U.S. \$1,040 per \$1,000 principal amount of Debentures (the "Redemption Price"), being 104% of the principal amount thereof, plus accrued interest at the rate of 7% per annum in the amount of U.S. \$32.44 per \$1,000 principal amount of Debentures.

The redemption of the Debentures is effected pursuant to the twelfth paragraph of the form of Debenture contained in the Indenture and the conditions precedent to the redemption set forth in said twelfth paragraph have occurred.

Payment of the Redemption Price plus accrued interest will be made upon presentation and surrender on or after the Redemption Date of the Debentures to be redeemed together with Coupons Nos. 2 to 30 inclusive attached thereto, at the office of any one of the following paying agents:

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10A boulevard Royal  
Luxembourg 51

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5-11 Junghofstrasse  
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Bankers Trust Company  
Dashwood House  
69 Old Broad Street  
London EC2P 2EE  
England

Interest on the Debentures will cease to accrue on and after the Redemption Date.

The holder of any Debenture has the right to convert his Debenture into common shares of Northern Telecom Limited at the conversion price of U.S. \$24.3333 per share at any time up to the close of business on November 21, 1983, upon surrender of the Debenture together with Coupons Nos. 2 to 30 attached to any one of the paying agents listed above, accompanied by written notice, substantially in the form of the Conversion Notice appearing on the reverse of the form of Debenture, executed by the holder, that such holder elects to convert such Debenture; if the common shares issuable upon conversion of said Debenture are to be registered in the name of a person other than the holder of the Debenture, such holder shall pay all transfer taxes payable with respect thereto. No payment or adjustment will be made on account of interest accrued on any Debenture delivered for conversion or on account of any dividends on the common shares issued or delivered upon such conversion. No fractional common share will be issued upon conversion of any Debenture and if the conversion results in a fraction, an amount equal to such fraction multiplied by U.S. \$24.3333 shall be paid in cash to the holder of such Debenture.

## Alternatives Available to Holders of Debentures

1. **Conversion of the Debentures into Common Shares by November 21, 1983:** Each \$1,000 principal amount of Debentures is convertible at any time prior to the close of business on November 21, 1983 at the conversion price of U.S. \$24.3333 into 41 common shares of Northern Telecom Limited. The last reported sale price of the common shares on the New York Stock Exchange on October 18, 1983, was U.S. \$41.25 per share. Based on such last reported sale price, the market value of common shares (including cash paid in lieu of fractional shares) which holders would obtain upon conversion of \$1,000 principal amount of Debentures would be U.S. \$1,693.58.

Although no assurance can be given as to the future market price of the common shares, as long as the price of the common shares is equal to or greater than U.S. \$25.13 per share, upon conversion holders of Debentures will receive common shares (including cash paid in lieu of fractional shares) having a market value greater than the amount of cash which they would otherwise be entitled to receive upon redemption.

2. **Redemption of the Debentures on November 23, 1983:** Debentures not converted by November 21, 1983 will be redeemed at the Redemption Price, including accrued interest to the Redemption Date, of U.S. \$1,073.44 per \$1,000 principal amount of Debentures.

3. **Sale of Debentures through ordinary brokerage transactions:** Debentures may be sold through a broker to others. Holders of Debentures should consult their own brokers as to this procedure.

Northern Telecom International Finance B.V.

October 24, 1983

## CRISIS IN LEBANON

## Peace keeping gives way to power broking

BY PATRICK COCKBURN

It is unlikely that the perpetrators, hidden in the tangled and savage undergrowth of Lebanese politics, will ever be identified

EVEN before two bombs killed 120 U.S. marines and possibly up to 70 French soldiers, the 5,400-strong multinational force in Lebanon was in an increasingly dangerous and ambiguous position.

It entered the country as a peace-keeping force last year after the massacre of 900 Palestinians at Chatilla, but as the months passed its role changed to that of a military ally of the Lebanese Government.

When Druze militiamen backed by Syrian artillery assaulted the Lebanese army positions in the town of Souq al-Gharb on the ridges above Beirut last September they were held off by U.S. naval artillery. The U.S. announced that any threat to the security of Beirut endangered American personnel and they would respond militarily.

France and Italy, each with about 2,050 men in the multinational force, and the small 100-strong British detachment, tried to distinguish their

position from that of America. They said they were still a peace-keeping force. The Italians have painted all their military vehicles white like the UN troops in south Lebanon.

But for many Lebanese the multinational force had simply become an ally to the Government of Mr Amin Gemayel. The French, historically the imperial power in Lebanon, and the U.S. marines have come under constant sniping and rocket attack.

The White House never seemed to appreciate the vulnerability of the U.S. forces in Lebanon despite the blowing up of the U.S. embassy in April. The same technique of a van loaded with explosives driven up to the entrance of the building was used as that employed yesterday.

The high point of U.S. success was a month ago when the ceasefire between Government and Druze forces was signed. Since then there have been continuous attacks on marine positions and convoys.

Syria may have been ultimately behind this pressure but the attacks were carried out from the vast slums which form the southern suburbs of Beirut. They are inhabited almost entirely by some 600,000 members of the Shia sect, whose militia control the streets. The army has never entered the suburbs where Amal, led by Mr Nabih Berri, is the main political and military grouping. It is unlikely that Amal carried out yesterday's attack but there are other militia groups in the Shia areas with strong links to Iran and Syria. Ayatollah Khomeini's picture can often be seen on walls and

the suicide mission attack with a car bomb usually means that the group responsible is influenced by the Iranian revolution's ideal of martyrdom. For the U.S. to remain without causing massive civilian casualties in the densely packed slums and inviting a tougher response from the local militias. The temptation for President Reagan is wholly to blame the Syrians for the death of the marines. This, at least, has the virtue of simplicity but it is unlikely that the identity of the perpetrators in the tangled and savage undergrowth of Lebanese politics will ever be clearly identified.

The bombing does make clear that President Reagan, in an election year, is at the mercy of events in the most violent country in the world. The 1979 ceasefire in Lebanon since 1975, this one arranged by Mr Robert McFarlane, the new National Security Adviser, is turning out to be much like previous efforts to bring peace to Lebanon.

## France may withdraw troops, hints Cheysson

BY PAUL BETTIS IN PARIS

M. CLAUDE CHEYSSON, France's Foreign Minister, hinted strongly yesterday that France is reconsidering its participation in the multinational peacekeeping force in Beirut following the heavy loss of French and American lives in yesterday's bombings.

"It is not just painful but awful. It is mad," he said, clearly upset by the early morning news from Lebanon which stunned and angered an informal meeting of EEC foreign ministers at Vaulgiemont, a seaside resort in Greece. Asked if French forces may now be pulled out of Lebanon the French Minister said that their military mission had been accomplished now that the Lebanese Army had shown "its efficacy." "When we are attacked we can ask if our military force is still necessary," added M Cheysson.

France sent its top defence officials to Beirut yesterday. M Charles Hernu, the French Defence Minister, and General Jeannou Lecaze, the chief of staff of the French armed forces, left Paris after consultations with President Francois Mitterrand yesterday.

The latest and by far most serious attack against the peace-

keeping force is expected to put even greater pressure on the Government to pull French troops out of Beirut.

So far, however, the French government is not expected to reconsider its current position in the Lebanon. No official comment about the future of the French forces in the Lebanon was made yesterday.

President Mitterrand and the Socialists have come under pressure from the French Communist Party, the junior partner in the French Left-wing coalition government, to pull out troops both from the Lebanon and Chad.

Moreover, French involvement in the Lebanon and Central Africa have caused increasing public criticism in France despite repeated commitments by the Government of the peace-keeping nature of the French military involvement in the two countries.

The attack against the French forces in Beirut was condemned by M Pierre Mauroy, the Prime Minister, yesterday as a "hideous and cowardly attack against France and against peace."

France currently has about 2,000 soldiers in Lebanon

## Craxi reaffirms commitment

By Our Rome Correspondent

SIG BETTINO CRAXI, the Italian Prime Minister, yesterday reaffirmed Italy's peace-keeping commitment in Lebanon in messages of condolence and solidarity sent to Presidents Reagan and Mitterrand.

Nevertheless, the deaths of the U.S. and French troops have raised a question mark over the future of the 2,000-strong Italian contingent to the multi-national force and may also make the proposed sending of 400 Italian troops to act as observers between Druze and Christian forces in the Chouf mountains more difficult.

## 'Despicable crime'

Mr Yitzhak Shamir, the Israeli Prime Minister, described the bombings as a "despicable crime" that was undoubtedly perpetrated by those who oppose a peaceful solution in Lebanon. David Lennon writes from Tel Aviv.

FINANCIAL TIMES, USPS No. 106940, published daily except Sundays and holidays. U.S. subscription rates \$420.00 per annum. Second class postage paid at New York NY and at additional mailing offices. POSTMASTER: send address changes to: FINANCIAL TIMES, 75 Rockefeller Plaza, NY, NY 10015.

## Britain will resist calls to bring home Beirut force

BY ROBERT GRAHAM

THE BRITISH Government regards the terrorist outrages against the French and U.S. peace-keeping force in Lebanon as a deliberate provocation. It is expected to resist domestic pressure to reconsider unilateral Britain's small commitment to the multi-national contingent there. Britain has 97 troops seconded to the peace-keeping force, all stationed in the capital Beirut.

Yesterday, Mrs Margaret Thatcher, the Prime Minister, sent messages of condolence to President Reagan and to France's President Mitterrand. Sir Geoffrey Howe, the British Foreign Secretary, in Athens to attend an informal meeting of European Community foreign ministers, described the incidents as "hideously malevolent."

They served to underline the price the West is paying to try to promote "reconciliation and the restitution of effective government in Lebanon," said Sir Geoffrey.

At a press conference after President Mitterrand's visit to London last week, Mrs Thatcher said that Britain would only withdraw from the multinational peacekeeping force when a government of national reconciliation was established in Lebanon. This still appears to be official policy.

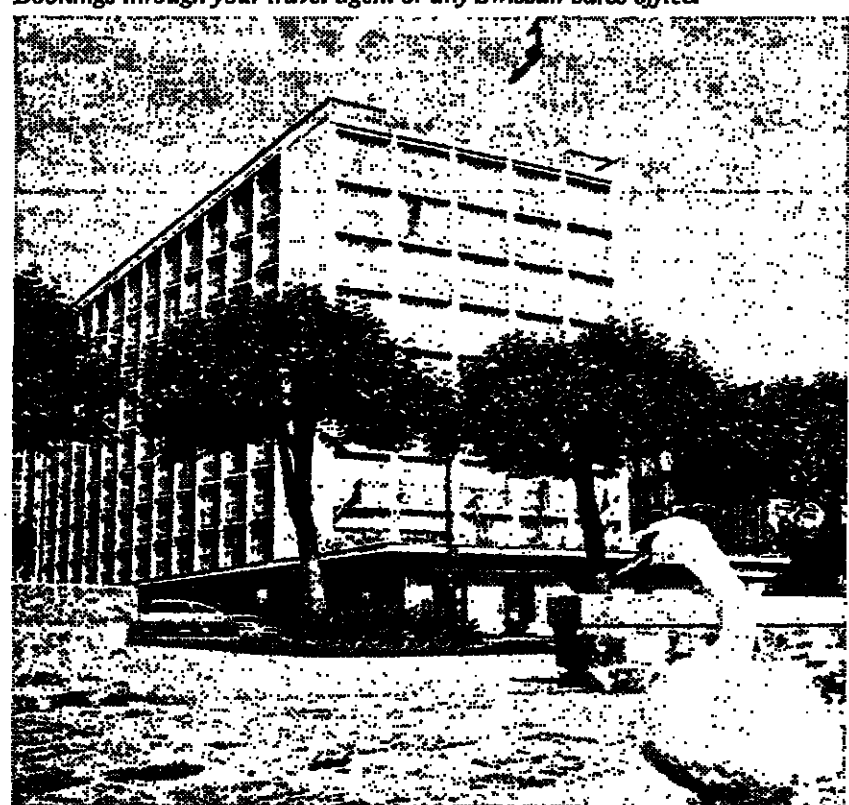
If France carries out its threat to withdraw, made yesterday by M Claude Cheysson, the Foreign Minister, Britain could be in an awkward position. Britain, however, has tended to follow closely American policy on Lebanon and, so long as U.S. forces remain, Britain would probably follow suit.

The British contingent is better protected than the U.S. marines and French Foreign Legion troops in Lebanon. They are in a compound surrounded by a large wall. The only place where a lorry can enter the car park is above the level of the road, and is protected by heavy metal gates.

Some 40 British troops were yesterday helping sift through wreckage near Beirut airport where the lorry packed with explosives was detonated inside the U.S. contingent's compound.

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The Hotel Président in Geneva, with its collection of antique tapestries, its period furnishings in rooms and suites and its splendid view of the lake ideally fits in the select group of Swissôtels. Along with the Bellevue Palace in Berne, the Hotel International in Zurich, and The Drake in New York, the Hotel Président combines its individual character with the service standards you expect from a truly outstanding hotel.

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Through their interbank co-operation, their international networks and their common investments, the Ebic banks can assist in a variety of financial operations. These include business loans, export financing, euroloans, foreign exchange risk coverage, eurocurrency issues, project financing, mergers and acquisitions and many others.

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## OVERSEAS NEWS

## EEC stresses need for dialogue with Soviet Union

BY JOHN WYLES IN VOULIAGMENI

FOREIGN MINISTERS of the European Community yesterday responded to the weekend peace marches by stressing their desire to maintain a potentially fruitful dialogue with the Soviet Union despite any setback caused by the deployment of intermediate range nuclear weapons in Europe.

Deployment of U.S. cruise and Pershing 2 missiles is not usually regarded as a suitable topic for discussion in EEC gatherings.

Ministers, however, spent considerable time at an informal meeting here in Greece assessing the Soviet position in the Geneva disarmament talks and speculating on the consequences of Moscow breaking off the talks once deployment begins in December.

Watching the peace protests building up to a crescendo of activity, several governments, including recently the British, have been laying new stress on their desire to continue a political dialogue with Moscow. The most visible expression of this was last weekend's eleventh-

hour meeting in Vienna between Herr Hans Dietrich Genscher, West German Foreign Minister, and Mr Andrei Gromyko, his Soviet counterpart.

Herr Genscher's account of the talks was said by one of his EEC colleagues to have been "masterly" and to have provided the basis for the conclusion that Moscow was beginning to recognise the failure of its tactics to stop deployment of cruise and Pershing.

"They are grasping the central point that INF deployment is taking place because Europe wants it and European Governments of varied kinds are firm in their commitment to it," said Sir Geoffrey Howe, the British Foreign Minister, at the end of the meeting at this Athenian seaside resort yesterday.

Foreign ministers concluded with apparent satisfaction that Moscow was beginning to realise that its bid had failed to use the missile issue to "decouple" Europe from the U.S.

## Caribbean talks on Grenada sanctions

By Hugh O'Shaughnessy in Port of Spain

COMMONWEALTH Caribbean heads of government yesterday discussed for the second day here the sorts of sanctions they might impose on the left-wing military government of Grenada following last Wednesday's massacre of scores of people, including Prime Minister Maurice Bishop, in St George's, the Grenadian capital.

As the Caribbean leaders met, a U.S. naval task force comprising over 10 ships steamed toward the island and one Royal Navy destroyer, HMS Antrim, and a support ship in the area stood by amid indications that a landing on Grenada was being considered.

The British and U.S. governments are worried about the safety of many hundreds of their nationals on the island. It is also no secret that both Whitehall and Washington would be happy to see the end of the 16-man revolutionary military council which ousted the Bishop government.

Caribbean leaders have been in close contact with Washington and London. Over the weekend Prime Minister Edward Seaga of Jamaica, Prime Minister Tom Adams of Barbados, and Prime Minister Eugenia Charles of Dominica held talks in Bridgetown with Mr Charles Gillespie, the U.S. Deputy Assistant Secretary of State for Caribbean Affairs. British representatives were also reported to have been present at the discussion.

Caribbean leaders, while eager to take advantage of widespread waves of revolution against last week's killings, are reluctant to back any Anglo-U.S. intervention, for fear of local criticism.

Robert Graham adds: The British deputy High Commissioner in Barbados, Mr David Montgomery, arrived over the weekend in Grenada to help Britain's only diplomatic representative on the island, Mr John Kelly.

The main task of Mr Montgomery is to ensure the safety of the 250 British tourists and employees on the island following the overthrow of Mr Bishop.

## Queensland Premier scores stunning victory

BY MICHAEL THOMPSON-NOEL IN SYDNEY

IN ONE of Australia's most remarkable elections since the war, Mr Joh Bjelke-Petersen, the 73-year-old Premier of Queensland, scored a stunning personal victory in Saturday's state election.

With 80 per cent of the vote counted, it seems likely that Mr Bjelke-Petersen's ultra-conservative state National Party will win at least 40 seats in the 82-seat legislative assembly, against 36 previously, and may well govern alone.

Previously, it had ruled resource-rich Queensland in coalition with the Liberal Party, the vote for which fell dramatically on Saturday.

Mr Bjelke-Petersen—regarded as eccentric and autocratic, even by Australian parliamentary standards—claimed the National Party's success was a significant national setback for the Labor Party, and a personal reversal for Mr Bob Hawke, the Federal Prime Minister. It was the "biggest defeat he could ever dream he would suffer," claimed the State Premier.

However, the elections' real significance lay in the shattering blow it dealt to Liberal morale, and the suggestion of a realignment of power between the Liberal-National coalition until Mr Hawke's general election success in March.

The swing to the National

Party was almost 11 percentage points, giving it about 39 per cent of the vote. There was also a swing to the Labor Party of three percentage points giving it about 44 per cent of the vote, and 34 seats against 25 previously.

The swing against the Liberals was an estimated 13 percentage points giving it a meagre 14 per cent of the vote cutting its strength from 20 seats to seven.

Mr Andrew Peacock, national leader of the Liberal Party, admitted "the result was a very grave setback."

Mr Hawke said in Canberra, that the swing of three percentage points to Labor had been "adequate" but said the

result's significant lay in Mr Bjelke-Petersen's routing of his former coalition partners. "He got them well and truly in his sights and did them like a dinner," said the Prime Minister.

The break-up of the Queensland coalition of Liberal and National parties occurred originally 10 weeks ago when Mr Terry White—subsequently elected Liberal leader—crossed the floor to vote with the Opposition. The premier then sacked him from the Queensland Cabinet.

A bitter foe of socialism, Mr Bjelke-Petersen is bound to prove an increasingly troublesome thorn in the side of the Hawke Government in Can-

berra which in turn claims Queensland economy is deteriorating rapidly. More than A\$30bn (£13.3bn) of resource and infrastructural projects are under discussion or investigation in Queensland. They include 36 coalmines, four power stations, four coal handling ports and 10 major energy projects.

However, it is claimed Mr Bjelke-Petersen has chased a "resources rainbow" at the expense of balanced manufacturing expansion while companies such as MIM Holdings—Queensland's biggest miner and Australia's third biggest company—are increasingly alarmed at the scale of state levies, taxes and royalties.

## Iraq, Iran claims successes as war escalates

BY PATRICK COCKBURN

IRAQI claims to have mined the entrance to Bandar Khomeini, the northern Iranian port east of Abadan, in a move which significantly escalates the Gulf war.

If mines have been laid in significant numbers near Bandar Khomeini, the channel to the Iranian oil product port of Bandar Masbar, which uses the same waterway, will also be closed.

Bandar Khomeini is used infrequently but there has been a continual flow of oil products, including jet fuel, into Iran via Bandar Masbar.

The mining of Bandar Khomeini and Bandar Masbar may be a forerunner of more aggressive moves by Iraq to impede the Iranian oil trade.

Iraq is holding off from using the five French Super Etendard aircraft with Exocet missiles until after a debate in the United Nations Security Council on neutralising the Gulf.

Iran says that 95 people were killed and 428 wounded by Iraqi ground-to-ground rockets

against Dezful and Masjed Suleyman, both cities in the Iranian oil province of Khuzestan.

Heavy fighting is also continuing as a result of the latest Iranian offensive against Iraqi positions around the garrison town of Penjwin. After initial Iranian success, the Iraqis say they have taken a strategic height overlooking Penjwin which is now in Iranian hands.

According to Iranian newspapers, their forces have taken a 25 mile-long salient of Iraqi territory which juts into Iran, and the town of Garmak further north in Iraqi Kurdistan.

The Iranian attack, code-named Val Fair Four, appears to be a limited assault to spread out Iraqi forces on the long border between the two countries; but Iraq has clearly reacted fiercely to the attack.

The Iranians claim to have killed or wounded 4,300 Iraqis and to have taken 465 prisoners, while the Iraqis say that Iran has suffered equally heavy casualties.

## Brasilia must support austerity plan, says IMF

By Andrew Whiteley in Rio de Janeiro

M JACQUES DE LAROSIERE, the IMF managing director, is reported to have told Brazilian officials that the Government's latest austerity package must be approved by Congress before the IMF board meets on November 15 to discuss the resumption of lending to Brazil.

Last Wednesday night the Opposition-dominated Chamber of Deputies, the Lower House of Congress, overwhelmingly rejected the major plank of the Brazilian Government's legislation to meet IMF targets.

Putting a brave face on their defeat, the authorities are now trying to negotiate the support of two small Opposition parties for their latest proposals which include a severe containment of wage rises. The main Opposition party, the PMDB, has already indicated its rejection.

Sr Ernane Galvães, the Finance Minister, was reported yesterday to have attempted to resign last Wednesday—disheartened by Congress's resistance and by indications that inflation in Brazil is continuing to climb.

According to yesterday's *Jornal do Brasil*, a leading daily, the Finance Minister made his decision after a grueling telephone conversation with Mr de Larosiere. Sr Galvães was persuaded by Sr Antonio Delam Netto, Brazil's economic overlord, to stay at his post.

## Work may restart at Ford plant in Cork

BY BRENDAN KEENAN IN DUBLIN

THERE ARE hopes that redundant Dunlop workers will end their occupation of the company's Cork plant today thus allowing resumption of production at the nearby Ford plant, which has lost steam supplies because of the Dunlop occupation.

Dunlop workers voted 4-1 to accept a redundancy package from the company, even though it represented a small improvement of the original £55.9m for the 700 workers.

Dr Garret Fitzgerald, the Irish Prime Minister, who revealed that Irish exports are now expected to increase by 12 per cent in volume this year, warned that damage had already been done to Ireland's investment image.

He pointed out that most of the export increase was due to foreign firms and that action which deterred foreign investment could threaten thousands of jobs.

The Dunlop action increased fears about the future of the Ford plant, which produces 80 Sierras per day and which has been closed for three weeks by the Dunlop dispute.

There have been a series of disputes over redundancy terms involving closed companies, but Irish employers' representatives suggest that a number of them involved plants like Dunlop which had many long-serving employees.

## Sikh extremists held in Punjab

By K. K. Sharma in New Delhi

SECURITY FORCES yesterday intensified operations in three major districts of Punjab State, where Sikh extremists have adopted terrorist tactics to draw attention to their political and religious demands.

About 70 suspected extremists were arrested in weekend operations by paramilitary forces sent by the Indian Government to restore peace.

The troubled state came under direct rule from New Delhi a fortnight ago following the killing of Hindus.

The operations are continuing following the discovery of arms dumps and the seizure of machine guns and rifles. But officials admit that much needs to be done before the "disturbed area" returns to normal.

## Zia army clamps down on demonstrations in Sind

BY JOHN ELLIOTT IN HYDERABAD

VIOLENT DEMONSTRATIONS and other political protests in some key trouble areas of the Pakistan province of Sind have been quelled by tough army action, including the burning of houses, during the past few days.

This firm reassertion of the authority of Pakistan's martial law regime after two months of unrest has coincided with President Zia Ul-Haq implicitly rejecting the key demand of political activists.

In a weekend speech he refused to state the timing or form of promised elections and said he personally saw no scope in an Islamic State for a party system of government.

The speech, made to Pakistan's nominated National Council, the Majlis-i-Shoora, follows talks between President Zia and broadly sympathetic minority political parties.

Leaders of the Movement for the Restoration of Democracy, which has been the prime mover behind the two months of often violent unrest, are refusing to join the talks until political prisoners are freed.

Pirs Makhdoom of Hala, one of Sind's prominent religious leaders and a senior figure in the democracy movement said General Zia was trying "to fool the people." He warned that they would react against the President's rigid stance.

## Turkish martial law to continue

By David Barchard in Ankara

MARTIAL LAW will continue in Turkey after the November 6 general election, warned President Kenan Evren this weekend.

He said that despite rumours that martial law would be lifted, it was still needed to root out "nests of traitors."

Martial law has been in force in the major Turkish cities since December, 1978, and throughout the whole country since the military takeover in 1980. The present general elections are the first to be held under martial law.

The first spark of excitement in what has been a virtually lifeless election campaign came at the weekend when leaders of the three parties met for a two-hour television discussion.

## The Industriekreditbank Reports

Business Year 1982/83

## Interim Balance of Structural Changes

During the last few years the structural changes in our economic system have gained intensity and speed, thus creating many special problems. To cope with these constitutes a great challenge to industrialists, employees and policy-makers. We draw attention to some selected aspects of such structural change in part I of our Annual Report 1982/83.

## Longer Terms for Credits

The Bank participated in the last fiscal year in the financing of investments realizing structural changes in its client firms, with new credits amounting to DM 1.9 billion. More than half of the newly granted credits (21 per cent in the preceding year) were for terms of ten years and longer. Approximately a quarter of the new credits was earmarked for conversions.

## Improved Result

Net interest earnings of the Bank increased in the year under report by DM 17 mill. or 10.5 per cent to DM 174 mill. The improved operating result allows—in addition to a DM 12 mill. allocation to the capital reserves and adequate risk provisions—a distribution of a dividend amounting again to DM 7 to each DM 50 share.

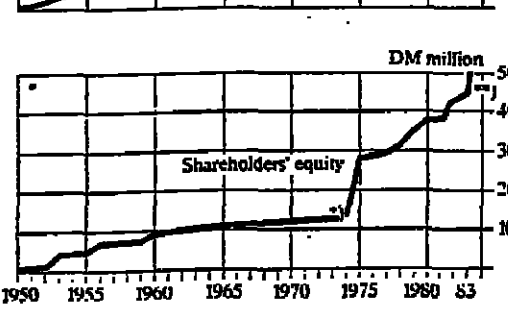
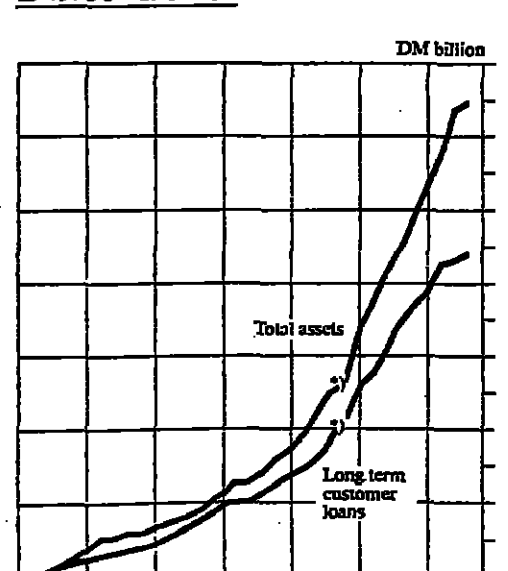
## Shareholders' funds increased

In June 1983 the capital stock was increased by nominally DM 18 mill. to DM 162 mill. The share capital and capital reserves amount now altogether to DM 504 mill.

## Successful Industriebank International

Our fully owned Euro-subsiary in Luxembourg has concluded the fiscal year 1982/83 with an operating result 35 percent higher than in the preceding year. The improved result was predominantly applied to the increase of the provisions and the value adjustments and was transferred in an amount of 11.1 million to the capital reserves. Consequently, the capital resources amount (without provisions and value adjustments) to 11.1 million. Of the balance sheet total of 11.1 billion an amount of 11.1 billion refers to non-bank customer credits. In accordance with its business purpose the Luxembourg subsidiary has mainly supported the credit business of the parent company with long-term financing.

## Business Development 1949/50—1982/83



as of March 31 respectively  
\*) increase partly resulting from merger with Deutsche Industriebank  
\*\*) after increase of share capital in June, 1983

## Composite Balance Sheet as of March 31, 1983\*)

Assets	DM million	Liabilities	DM million
Cash items and checks	63.2	Liabilities to credit institutions	4,462.6
Claims on credit institutions	2,015.8	of which long term	3,087.4
of which long term	625.5	Liabilities to other creditors	1,800.0
Securities	851.4	of which long term	1,787.2
Claims on customers	9,740.2	Bonds	5,945.8
of which long term	8,835.1	Provisions	113.9
Investments	107.5	Share capital	144.0
Own bonds	50.0	Capital reserves	306.3
Other assets	219.6	Undivided profits	20.2
Total assets	13,047.8	Other liabilities	255.0
Endorsements	121.6	Total liabilities	13,047.8
Guarantees	209.7		

## Composite Income Statement for 1982/83

Expenses	DM million	Revenue	DM million
Interest and similar expense	939.8	Interest and similar revenue from lending and money market business	1,039.6
Depreciation and valuation adjustments to claims and securities	21.3	Period revenue from securities, debt register claims and investments	74.2
Personnel expenses	53.8	Other revenue	11.9
Other operating expenses	21.3		
Taxes	48.2		
Other expenses	9.1		
Net income	32.7		
	1,125.7		

\*) Our detailed Annual Report with complete financial statements, including the positive confirmation of our outside auditors, is available on request (Postfach 1118, D-4000 Düsseldorf 1). Complete financial statements are published in the official Bundesanzeiger No. 198 issued October 20, 1983.

**Industriekreditbank AG**  
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## WORLD TRADE NEWS

## U.S. VOICES CONCERN OVER GROWTH OF IMPORTS

## 'Unfair' aid for EEC wine industry

BY NANCY DUNNE IN WASHINGTON

THE EEC wine industry has achieved an expanding share of the U.S. market as a result of benefits from "an array of production and financial incentives," a Department of Agriculture committee of inquiry concluded after a tour of Belgium, France and Italy.

Aids received by the EEC industry, which are unavailable to U.S. growers, have "stimulated the production of ordinary table wine, insulated producers against recurrent surpluses and have ultimately enhanced the EEC's ability to achieve an expanding share of the U.S. wine market," the inquiry reported.

A team of wine analysts was sent to Europe last summer at the request of California

Senator Pete Wilson after U.S. wine producers complained of unfair practices by their European counterparts.

Senator Wilson and three others representing wine producing states have proposed a "Wine Equity Act" which would require that American wines be admitted into foreign countries on the same non-tariff basis as foreign wines are currently allowed into the U.S. An aid to Senator Wilson said support for the legislation is building and that there is talk of forming a wine caucus to push through legislation favourable to growers.

American wine producers, led by the California Wine Institute, have complained that the

sales of low-cost European table wines are booming while the growth rate of the U.S. industry has slowed significantly. The U.S. investigators said that almost one-third of the growth of the American market during the past decade has been filled by imported wines, which now hold 26.5 per cent of the market. Italy and France are the leading suppliers.

The investigating team acknowledged that depreciation of the lire relative to the U.S. dollar plays a part in the low cost of Italian wine in the U.S. However, it said the exchange rates "also fail to provide a fully adequate explanation" of the price difference.

The study found that particu-

lar assistance is being provided to EEC co-operatives. It said that support for table wine includes payments for distillation of surplus wine, help for wine storage and direct subsidies for export to non-North American destinations, with appropriations for these activities having grown from about \$80m in 1978 to close to \$600m in 1982.

In addition, a vast array of preferential credits, low interest loans and outright grants are given, the report said.

"These are the kinds of subsidies which do not permit us to compete fairly, and we have to take the necessary steps to see that it is stopped so that we can compete," Senator Wilson said.

## Tokyo offers low-interest finance to importers

By Charles Smith, Far East Editor, in Tokyo

JAPAN claimed yesterday that it had moved into the "realm of active import promotion" with its newly issued package of economic measures.

The claim, made by Prime Minister Yasuhiro Nakasone, is based on the fact that the package includes proposals for making available low-interest rate government finance to importers of manufactured goods.

Previous Japanese trade packages have consisted of measures to "open" the market but have not offered direct incentives to importers.

The new import financing outlined in the package includes some ¥20bn (\$57.4m) worth of funds which will be administered by the state-owned Export Import Bank.

The Exim bank finances about ¥800bn worth of Japanese exports per year and about ¥400bn worth of raw materials imports but has never been previously involved with imports of manufactured goods.

Officials at the Ministry of International Trade and Industry who were responsible for drafting the import promotion section of the package said that the Exim bank was considering making finance available for the servicing and other costs related to sales of imported goods in Japan as well as for products.

This proposal, however, is spelled out only tentatively in the package. Other import promotion measures featured in the package include the proposed introduction of a system under which the Bank of Japan will purchase yen denominated import bills.

This would provide an alternative to the discount financing of imports which is standard practice in Japan.

Mr. Ito said on Friday that the system but that details were still under discussion with the Bank of Japan.

The section of the package dealing with market opening—as opposed to import promotion—outlines a scheme under which Japan will accelerate the Tokyo Round timetable for tariff cuts on about 1,500 manufactured goods by one year.

Japan is understood to be ready to speed up its tariff cutting timetable by three years if other nations agree to follow suit.

The package also lists 44 items on which deeper tariff cuts will be made as from the start of the 1994 fiscal year. The list includes integrated circuits, combine harvesters, automatic regulators for cars, and electronic cash registers.

A request by the EEC for a cut in the import tariff on wine is understood to have been rejected by the Ministry of Finance.

A final section of the package dealing with capital flows and foreign exchange movements indicates that Japan will substantially modify the "real demand rule" under which Japanese companies are only allowed to make forward contracts on the Tokyo foreign exchange market on the basis of actual import contracts.

## Gatt consensus may soon emerge on code for trade in services

BY PAUL CHESTERIGHT IN BRUSSELS

CONSENSUS among the leading nations about the need, or not, for a major new round of negotiations to establish a set of international rules for services is likely to emerge next year, according to Mr. Leslie Fielding, the European Commission's director general of external relations.

The first step towards a negotiation could be taken at the annual meeting of the General Agreement on Tariffs and Trade (GATT) in November 1984.

Services—shipping, banking, insurance, consultancy and so on—now account for a greater proportion of world commerce and employment than industry and agriculture, although the statistics are foggy and incomplete.

If there is a negotiation, then, as Mr. Fielding pointed out in a London address to the Chambers of Commerce of the North Sea Ports, then the EEC role will be crucial.

Although the U.S. has spearheaded the drive for international disciplines in this sector, the EEC accounts for

three times as many world exports of services as the U.S. But the EEC so far does not know either what it would want whether it would benefit from some international code of rules.

There is a prima facie case for some liberalisation, or at least for no new measures of protectionism. "Our positive trade balance in services does at least suggest that the Community has an interest in preventing the erection of new obstacles to our service sector exports. But a firm view has yet to be reached," said Mr. Fielding.

The other side of that argument is that EEC services exports have continued to expand without a firm set of rules. Further, there is a firm body of evidence supporting the notion that liberalising trade in goods is beneficial for the world economy, but there is no consensus on whether such considerations could apply to services.

The link between liberalisation and economic growth has

not been accepted in the EEC itself for services. The UK Government for years has been trying, and will return to the attack again today in Luxembourg, to have the EEC insurance market freed up.

By the summer of next year, the EEC will need to have thought through the problems sufficiently to take up with a preliminary position to take to the GATT annual meeting. To reach that position, it has to know the facts.

So one immediate priority of the Commission work on the subject is to build up a statistical base. It needs to make up for the lack of a collective memory covering the sector as a whole and it needs to make an assessment of the barriers to services trade as they exist.

But one of the difficulties, as Mr. Fielding described them, is the lack of any clear-cut private sector view of the issue, as there is in the U.S. "It is much easier to make headway if you have a following wind," he said.

## U.S. curbs imports of textiles

BY ANTHONY MORETON, TEXTILES CORRESPONDENT

THE U.S. has severely tightened the screw on imports of textiles and clothes from its major Far Eastern suppliers over the past few months and there are now fears among them that the industrial textile lobby in Washington will make life even more difficult for the suppliers next year as the presidential election approaches.

Under the bilateral trade agreements negotiated early last year, quotas were set on a number of categories of goods from Taiwan, the most important supplier to the U.S., South Korea and Hong Kong. The agreement gave the U.S. the right to "call for consultation" if it felt that the right to renegotiate the terms of the treaty—where it felt Far Eastern imports were rising rapidly.

It has used these "calls" quite widely over the past three months—23 times in the case of Taiwan, 19 with South Korea and 14 with Hong Kong, one of which has subsequently been lifted.

The result has been to cut severely the amount of goods

entering the U.S. outside the quota system. In Hong Kong's case 68 per cent of its exports were covered by quotas before the new "calls" and the figure is now 84 per cent.

As a result of the additional "calls" Taiwan now has 48 categories of goods liable to quota, South Korea 47 and Hong Kong 36 with the possibility of another one being added.

Although the "calls" are limited to the present calendar year the rules of the Multi-Fibre Arrangement, which covers a large part of world textiles trade, allow them to be made permanent and there are fears in the Far East that this will happen. President Reagan will be under great pressure to do something about rising imports as the election approaches in November 1984.

Hong Kong's exports to the U.S.—its principal market—have already risen strongly this year as a result of strong consumer demand. Clothes and apparel went up 22.8 per cent in the first half of the year compared with a year earlier from HK\$5.2bn (\$1.777) to HK\$6.7bn.

Its exports have risen even more strongly to Canada—by 40 per cent—indicating it is finding conditions more favourable for its goods throughout North America. This is in marked contrast to its export in Europe where goods shipped to the UK have gone down 9 per cent and those to West Germany have fallen by a minimal 0.5 per cent.

Hong Kong managed to fight off U.S. attempts to impose a "call" on one category covering cotton sheets by threatening to take its case to the Textiles Surveillance Body of the General Agreement on Tariffs and Trade in Geneva.

It felt that in such cases the more diplomatic approach would be to agree to the "call" and in four others the U.S. imposed the quota against the wishes of the Hong Kong authorities.

Most Far Eastern suppliers find the Americans difficult to negotiate with. They can reach initial agreement quickly but then find they might have to renegotiate bits of it over the life of the agreement.

## Desalination contract signed

TOKYO — Mitsubishi Heavy Industry, Penta Ocean Construction and Mitsubishi have signed a contract for a desalination plant on a turnkey basis with Saudi Arabia's Saline Water Corporation, a Mitsubishi official said.

The contract for the 223,000 tonne per day plant is valued at \$390m (\$260m).

The plant will consist of 10 desalination units and will be delivered in May 1985, he said. It will be built about 150km south of Jeddah and will supply water for drinking and industrial use.

● Kumagai Gumi said it won a ¥16bn (\$48m) order from the Indonesian public works ministry to build a 72 km highway from Jakarta to Cikampek.

## World Economic Indicators

	TRADE STATISTICS			
	Sept. '83	Aug. '83	July '83	Sept. '82
Japan \$bn	Exports 12.30	12.45	11.96	11.15
	Imports 10.94	10.08	9.44	10.57
	Balance +1.34	+2.39	+2.50	+0.58
UK £bn	Exports 4.626	4.731	5.107	4.993
	Imports 5.064	5.005	4.905	4.917
	Balance -0.438	-0.274	+0.202	-0.023
U.S. \$bn	Exports 16.430	16.629	17.008	17.443
	Imports 22.782	21.950	21.624	22.950
	Balance -6.352	-5.321	-4.616	-5.507
France Frfrbn	Exports 64.52	59.20	60.30	52.49
	Imports 64.91	62.20	64.00	61.30
	Balance -0.39	-3.00	-3.70	-8.81
W. Germany DMbn	Exports 32.400	32.200	34.840	30.700
	Imports 29.900	31.030	32.223	27.950
	Balance +2.500	+2.170	+2.617	+2.750
Netherlands Flbn	Exports 15.343	15.529	14.843	14.628
	Imports 14.031	14.501	14.031	14.246
	Balance +1.312	+1.028	+0.812	+0.382
Italy Lbn	Exports 8.245	9.062	8.494	8.533
	Imports 7.951	10.715	8.714	10.040
	Balance +294	-1,712	-220	-1,507

## Turkey fees protest by airlines

By David Barchard in Ankara

INTERNATIONAL airlines have served notice on the Turkish Government that they regard charges for the newly opened terminal at Istanbul airport as "unacceptable" and will boycott it unless fees are lowered.

The terminal, designed to replace the old-fashioned existing international terminal—generally agreed to be among the worst in Europe as a major centre—was opened two weeks ago by President Kenan Evren.

So far only three international airlines have joined Turkish Airways (THY) in setting up in the new terminal. They are Saudia, FIA of Pakistan, and El Al of Israel. In each case political motives seem to have prevailed over commercial considerations.

The other airlines summoned to a meeting in Istanbul on October 14 at which they informed the Turkish authorities that the charges being demanded for the new terminal are believed to be the highest in the world. One company said that its fee for office space had jumped from \$160 a month in the old terminal to more than five times that amount.

Landing fees are also believed to have increased sharply for airlines in the new terminal.

## Portugal cuts import charge

By Diana Smith in Lisbon

THE PORTUGUESE Government has undertaken, as part of its standby \$480m (\$223m) agreement with the International Monetary Fund (IMF) to reduce a 30 per cent import surcharge imposed in January by the former administration to 10 per cent no later than March 31, 1984.

The 30 per cent surcharge did not bring expected higher revenue and was resented by Portugal's trading partners, especially since it was coupled with deliberate but undeclared bureaucratic obstruction of import licences.

## Beech plans new executive jet

BY MICHAEL DUNNE, AEROSPACE CORRESPONDENT

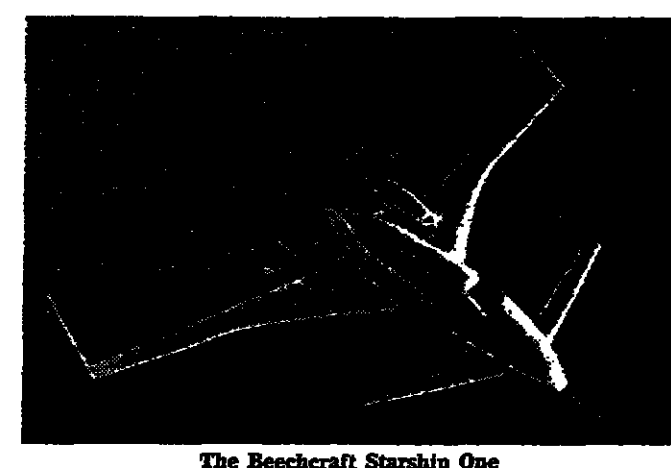
BUSINESSMEN of the future may well find themselves flying in a new-style corporate turbo-propeller-driven aircraft—the 400 mph Beechcraft Starship One, an executive aircraft with a design shape approaching that of science-fiction spacecraft.

The aircraft, a twin-engine type, is called a "Jetfan" by Beech Aircraft Corporation of the U.S., which has already flown an 85 per cent scale model of the Starship One.

Beech explains that "Jetfan" is a name coined by the company "to indicate the convergence of jet-prop, prop-fan and fan-jet technology." The propellers are driven by two turbine engines (Pratt & Whitney PT6A-60 turbo-props of 1,000 shaft horsepower each).

The aircraft, which will seat between eight and ten passengers, will be able to cruise at speeds of more than 400 mph. In appearance it will have two small winglets at the front of the fuselage, a sharply swept wing with vertical winglets mounted at the tips, with the engines mounted aft over the wings.

A full-scale version of the aircraft will be completed in 1985,



The Beechcraft Starship One

and first customer deliveries will begin soon afterwards. The aircraft will be built extensively of advanced composite materials and titanium.

Mr. Linden Blue, president and chief executive of Beech, said that the company had been working for the past five years on a design which would lead the business aircraft industry for the next 20 years.

The Starship One would be

the first of a family of new Beechcraft models. Features of the new aircraft would be higher cruising speeds and altitudes, greater fuel economy, lower cabin noise levels, and improved short airfield performance.

The price for a Starship One will be about \$2.7m in 1983 dollars. Beech Aircraft Corporation is a subsidiary of the Raytheon Company.

## SHIPPING REPORT

## Gulf tanker rates rise sharply

BY ANDREW FISHER, SHIPPING CORRESPONDENT

TANKER RATES out of the main Iranian oil terminal of Kharg Island moved up sharply last week as both sides in the prolonged war between Iran and Iraq stepped up their threats of action in the Gulf.

Japanese charterers, especially, were keen to obtain vessels for loading up to mid-November, while the terminal was still in action.

Iran has said it will block the vital Straits of Hormuz through the Gulf if Iraq, using Super Etendard aircraft supplied by France against its tankers. This would cut off a large part of the West's oil supplies and leave many large tankers idle, since their main employment is on routes from the Gulf.

The main beneficiaries of last week's activity were owners of smaller VLCCs (very large crude carriers). One voyage from Kharg Island to Japan for a 230,000 ton cargo was fixed at Worldscale 44, and for non-Iranian loadings to the East

the level was Worldscale 41—both about ten points up on the previous week.

According to E. A. Gibson Shipbrokers, VLCC rates to the West also put on a few points to Worldscale 35. "With the current volume of inquiry quoting, there is every anticipation of higher levels being maintained."

The brokers noted that it had been some time since only six VLCCs had been available in the Gulf, with another six also able to guarantee oil liftings in October.

And with only a small number of ships due to enter the Gulf in November, owners have clearly been encouraged to press charterers for higher levels.

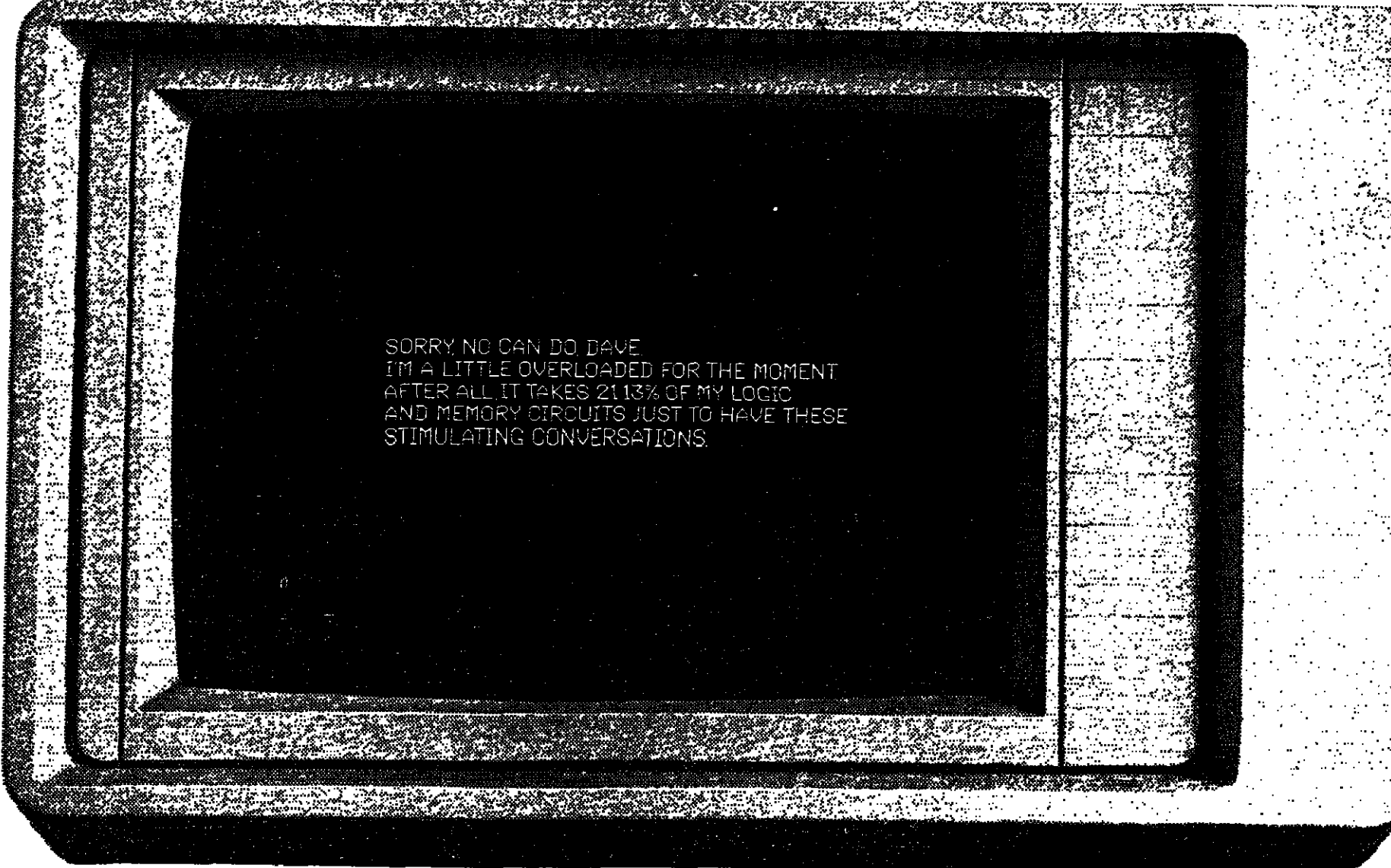
Even so, the VLCC tonnage surplus remains large and most operators feel this will have to come down sharply through scrapping before the tanker market becomes profitable again for owners.

Last week also saw some uplift on the dry cargo scene. Denholm Coates reported that the Atlantic market was now showing signs of life, with a peak rate of \$8.70 per ton paid for a Panama size ship—60,000-80,000 deadweight tons and able to navigate the Panama Canal—for grain from the U.S. Gulf to Europe. This compared with the previous week's level of \$7.50.

Two major secondhand purchases enlivened the sale and purchase scene in the week. The Cast Narwhal—an ore-bulk-oil carrier which was the largest ship in the recently split up Cast fleet—was sold to Norwegian interests for \$5.5m.

Galbraith Wrightson noted this was scarcely more than her demolition value to breakers in the Far East. The 54,000 dwt King Charles bulk carrier, laid up in London for over a year, went for a reported \$4.75m to Greek buyers.

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## STATISTICAL TRENDS: FRANCE

Austerity measures  
begin to bite

THE AUSTERITY measures taken by the Government in March 1983 have begun to affect the economy. Cuts in public spending and tax increases, together with a tighter monetary policy were imposed to reduce inflation and restore external balance of payments.

Progress in cutting inflation has been slower than anticipated, and France's inflation differential with its main competitors remains high as rates of inflation have dropped sharply elsewhere. The country's external payments position already looks healthier with a trade deficit of only FFr 400m (\$50m) in August. Foreign borrowing has slowed and foreign exchange reserves are at a record high.

The austerity programme came at a time when GDP growth was already slowing—0.1 per cent in the first quarter—and, overall, the economy is set to contract by 0.5 per cent this year. The effect of the new policies is likely to result in negligible growth in 1984 as well.

Personal consumption is likely to decline by 1 per cent this year in real terms. Declines in real consumption have only occurred in five quarters since 1970, and never in two consecutive quarters. Now it seems likely to fall in 1984, too.

The March measures have been reinforced by the restrictive September budget, a central aim of which was to limit the Government deficit to 3 per cent of GNP. The French deficit is not especially high by international standards, but has become rapidly worse since the 0.3 per cent surplus in 1980.

The austerity programme signalled that the Government had finally abandoned

its original expansionary policies, which were based on a growth in domestic demand and exports. It was forced to change course by the severe deterioration in France's external position and the consequent crises of the country's currency.

The problem was the growth differential between France and its trading partners. The realignments of the franc were sufficient to

maintain price competitiveness, as the figures on relative wholesale prices indicate, but not to offset the trade effect of growth in France at a time of continuing recession elsewhere.

This left two alternatives: protectionism and withdrawal from the EMS, or action to dampen domestic demand, reducing imports and inflation. The comparison between the Government's forecasts in August 1981, and the actual outcome illustrates which assumptions proved incorrect.

Private consumption grew faster than expected, while investment fell, and exports declined in contrast to the substantial growth predicted. The trade balance worsened with every area except Opec, especially with other OECD economies. In terms of the commodity balance, energy was the only sector to show real improvement. France's share of the export of manufactures from the main producing countries declined in 1980 and 1981 and remained stable in 1982.

## RELATIVE PERFORMANCE

	1967-73	1973-80	1981	1982
Real GDP				
France	5.6	2.8	0.3	1.7
Germany	5.3	2.3	-0.2	-1.2
EEC	5.0	2.3	-0.6	0.2
Investment				
France	6.6	1.1	-2.7	-1.0
Germany	5.8	1.5	-3.8	-4.2
EEC	5.2	0.8	-5.1	-2.8
Consumer prices				
France	5.9	11.1	12.4	12.0
Germany	4.3	4.8	5.9	5.3
EEC	5.5	10.7	11.4	9.9

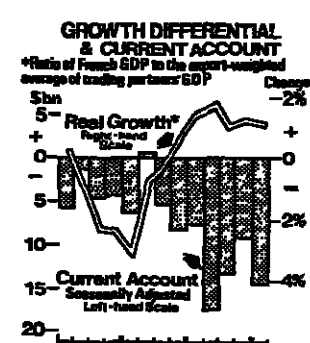
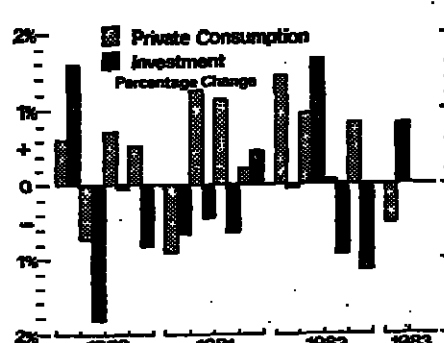
† In industry.

Source: OECD

## Economy

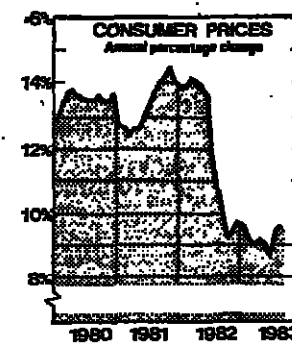
REAL GDP	% change on previous period
1976	5.2
1977	3.1
1978	3.8
1979	3.3
1980	1.1
1981	0.3
1982	1.7
1983†	-0.5
1984†	+0.5

† Forecasts. Source: OECD, Phillips &amp; Drew

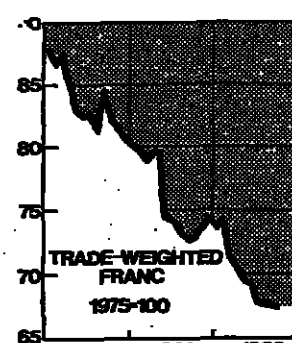
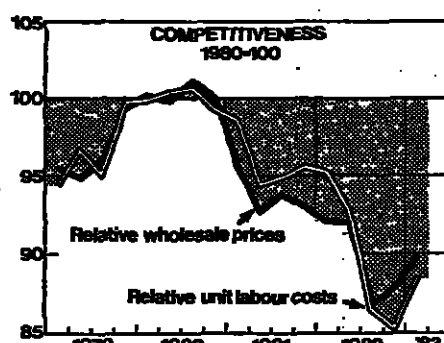


1982 TRENDS		
% changes	Official French forecasts, Aug. 1981	
	Out-turn	
Private consumption	2.5	3.5
Public consumption	2.7	2.5
Gross fixed investment	2.3	-1.0
General govt.	3.2	-2.0
Residential construction	0.1	-5.0
Non-residential	3.0	0.8
Total domestic demand	3.4	2.8
Exports	4.9	-2.0
Imports	5.1	3.7
Change in foreign balance	-0.1	-1.3
GDP	3.1	1.7

Source: OECD



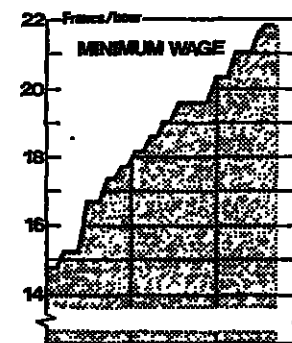
## Labour



WEEKLY HOURS OF WORK	in industry
1981	
i	40.3
ii	40.3
iii	40.3
iv	40.2
1982	
i	40.1
ii	39.3
iii	39.2
iv	39.1
1983	
i	39.0
ii	38.9

UNEMPLOYMENT	% of labour force	EEC	Big Seven
1981			
i	6.7	7.0	6.1
ii	7.1	7.7	6.3
iii	7.5	8.1	6.5
iv	7.7	8.5	7.0
1982			
i	7.8	8.8	7.3
ii	7.9	9.1	7.8
iii	8.1	9.3	8.1
iv	8.1	9.6	8.5
1983			
i	8.0	9.9	8.5
ii	8.2	10.3	8.5

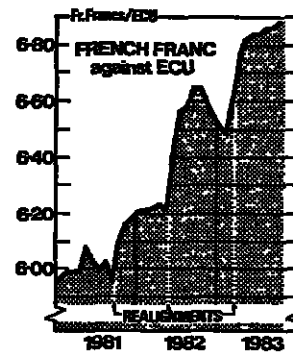
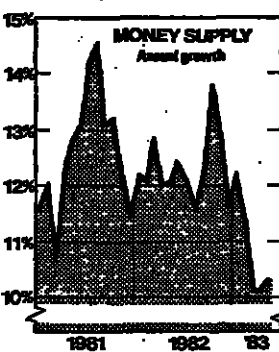
Source: OECD



## Finance

GENERAL GOVERNMENT	SURPLUS/DEFICIT	% of GDP
1971	0.7	
72	0.8	
73	0.9	
74	0.6	
75	-2.2	
76	-0.5	
77	-0.8	
78	-1.9	
79	-0.7	
80	0.3	
81	-1.9	
82	-2.6	

Source: OECD



BALANCE OF PAYMENTS	FFrs bn	Current Account Balance
1981		
i	-12.93	-11.7
ii	-9.27	+4.0
iii	-9.54	-9.5
iv	-18.63	-10.5
1982		
i	-17.82	-15.7
ii	-25.44	-22.6
iii	-28.89	-25.5
iv	-20.43	-15.6
1983		
i	-23.76	-30.2
ii	-12.90	-2.9
July	-3.00	n.a.
Aug.	-0.40	n.a.

BALANCE OF PAYMENTS	\$bn	1980	1981	1982
Current account		-4.2	-4.8	-12.1
Trade balance		-13.4	-10.0	-15.9
Services		13.4	9.4	8.4
Transfers		-4.2	-4.2	-4.6
Long-term non bank capital		-1.4	-3.9	4.4
State authorised borrowing		4.3	6.2	11.9
Direct investment		0.2	-2.2	-1.4
Other		-5.9	-7.8	-6.2
Short-term non bank				
private capital		2.8	-2.3	1.1
Bank capital		7.2	7.8	2.2

## Trade

TRADE BALANCE	by area (bn dollars)	1980	1981	1982
OECD		-12.2	-11.3	-14.6
EEC		-4.6	-5.6	-9.8
W. Germany		-4.0	-4.2	-5.8
OPEC		-15.3	-11.3	-8.2
Other developing		4.8	5.3	4.0
Comecon		-0.3	-0.9	-6.5
Other		-0.5	-1.0	-0.8

† customs (FOB/CIF)

Source: OECD

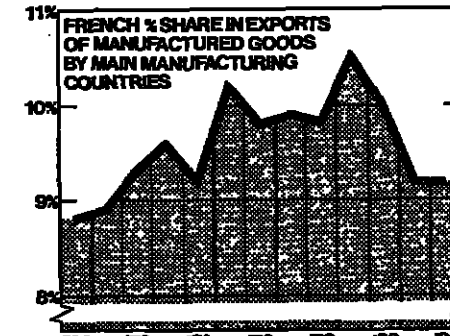
TRADE BALANCE BY COMMODITY	(bn dollars)	1980	1981	1982
Agriculture & food		2.8	3.8	2.3
Energy		-31.5	-29.7	-27.2
Intermediate industrial		-1.9	2.6	-4.1
Capital equipment		6.3	6.9	4.9
Cars & transport		6.6	5.0	3.2
Household goods		-2.9	-2.2	-3.3
Miscellaneous		-3.0	-3.3	-2.5

† customs (FOB/CIF)

Source: Morgan Guaranty Trust

% SHARES IMPORTS	1963	1975	1981
Italy	10.6	12.6	14.0
W. Germany	30.8	28.6	25.0
UK	10.1	6.6	6.7
USA	15.3	9.6	11.0
Japan	0.6	3.1	4.1
Other	32.6	39.5	39.2
Total (U.S.\$m)	4088	30721	66491

Source: OECD



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## OVERSEAS NEWS

J. D. F. Jones in Johannesburg reports on a bitter national debate

## Blacks furious over constitution

WHITE South Africans are caught up in a maelstrom of political debate leading to November 2, when they will decide whether to introduce a new constitution. The proposals would allow both the 2.5m 'coloured' people (of mixed race) and some 800,000 Indians limited representation in the hitherto exclusive white preserve of central government.

Yet one of the most fascinating aspects of the referendum campaign is that the 20m or more blacks—who will not be asked what they think on November 2, and to whom the new constitution offers no prospect of change—are insisting on having their say.

Not surprisingly, their rejection of the constitution is almost unanimous. But it is being uttered with a force and an anger which have not been heard in public for years.

This constitution 'has divided the whites, the coloureds and the Indians, and the only people it has unified are the blacks. It has unified the blacks against the whites,' Mrs Helen Suzman, the veteran opposition leader, said in Parliament last May. She is being proved right.

Factions which would normally have little good to say to each other all agree that this constitution is designed to enshrine apartheid and ensure white domination of the new political system, and therefore is the opposite of the reform its architects claim for it.

The most vociferous opposition has come from Chief Buthezi Buthezi, leader of the Inkatha movement and Chief Minister of the Zululand homeland of KwaZulu.

He is an old enemy of the Pretoria Government, but is also distrusted and criticised by many blacks because he has co-operated, to a point, with the Government's ethnic homeland policy.

Chief Buthezi is sustaining a remarkable—and widely reported—campaign of passionate criticism of the new constitutional proposals. He keeps on warning whites that the constitution cannot be 'a step in the right direction'—as many whites believe—because it is vehemently rejected by three-quarters of South Africa's population. 'It is basically bad, and so founded on racist principles that we want no part of it,' he says.

His most powerful argument directed at the white voters is that a Yes vote would pull the rug from under the feet of black moderates like himself, and lead to conflict and confrontation.

Following his example, five more leaders of the Government-created Bantustans (including even the oldest, the 'independent' Transkei) have come out against the constitutional proposals and called for a No.

Yet if the constitutional campaign has galvanised such 'conservative' blacks, it has had a similar effect at the other end of the political spectrum, where the radical black movements have recently enjoyed a noteworthy recovery after years of suppression.

It is too soon to risk a judgment of the lasting strength of this revival, and indeed it is not yet clear whether the Government will permit it.

But, for the moment, two broad movements are making the headlines.

One is the United Democratic Front (UDF), which launched itself last month, claiming to bring together 400 organisations.

Although the 400 include football associations and social groups as well as more overtly political and civic associations, the UDF can claim to be the biggest mass front since the Congress movement of the 1950s.



Chief Buthezi: 'racist principles'

It traces its descent from the Freedom Charter which inspired the major opposition movements of that period and, significantly, it is multiracial.

The other new organisation is the National Forum, launched in June. It is distinctly radical, its descent is from the Black Consciousness ideology and it therefore rejects multiracialism. Again, it is too soon to judge its impact.

Antinomies between the two streams have already surfaced and many black groups have been trying not to come down firmly on one side or the other. However, both groupings are likely to practise co-operation with apartheid structures, which would mean boycotting any Government attempts to implement representative mechanisms for the coloureds and Asians.

As for the coloured community, it has been confounded—and split—by this vehement debate. The principal coloured party has been the

Labour Party, whose leaders earlier this year took a hasty decision for 'qualified participation' in the new constitution. By this they mean that the party rejected the constitution but would operate within it in order to try to change it from inside.

Not surprisingly, this policy is confusing its followers. Radicals (including those in the UDF) pour scorn on the old-guard Labour Party leaders (who would presumably be in the running for cabinet and other jobs).

It is even possible that the coloureds might, if asked, vote down the constitution, but no arrangements have yet been announced to consult their opinion. There is only vague Government talk of a coloured referendum in due course, 'if they ask for one.'

The Indians have been keeping a lower profile and observers have suspected a majority would probably accept the constitution. There is an active radical wing which says No, but especially in Natal, the Indians are nervous of their relationship with the blacks, and must be listening to Chief Buthezi's prophecies of doom.

The paradox is clear: the Government declares that a Yes vote by the whites is essential to maintain the momentum of 'reform' in South Africa. The blacks, with a unanimity and an energy that have not been seen for a long time, insist that a Yes vote will take the country even closer to what Chief Buthezi describes as 'total political disaster.'

'Just how close to a disaster it is,' says the chief, 'will be spelled out by the extent to which white South Africa votes Yes. Every No vote is vitally important for the future.' No wonder the white voters themselves are becoming confused.

## Irish insurer 'may need decade to recover'

BY BRENDAN KEENAN IN DUBLIN

IT COULD take a decade to restore the troubled Irish insurance group Private Motorists Protection Association (PMPA) to a sound financial footing, according to Dr Garret Fitzgerald, the Irish Prime Minister.

In the meantime, the 2 per cent levy on all non-life premiums will have to continue and the administrator appointed to run PMPA will be able to draw on the £10m (£11m)

per year which the levy will provide.

Dr Fitzgerald, who was speaking at the end of his party's annual conference, confirmed reports that the Government had to threaten to appoint a liquidator in order to get PMPA, which insures about a third of the republic's drivers, to make information available on its affairs.

Earlier, Dr Fitzgerald confirmed his commitment to social reform despite the divisions caused in his Fine Gael party during the recent referendum on abortion.

He said he would return to his programme of constitutional reform in areas such as divorce when the New Ireland Forum, which is trying to devise structures for an all-Ireland political settlement, completes its work.

Dr Fitzgerald was cautious on the prospects for the forum, saying it was too early to assess the extent to which real agreement could be reached on acceptable solutions.

Senior Irish ministers are to have a series of meetings with employers, unions and farming bodies to discuss the problem of unemployment, which is now 17 per cent and still rising.

Dr Fitzgerald said those in work would have to consider time and income-sharing with the unemployed.



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## RENAULT WE'RE HERE



## State spending target nearer agreement

BY PETER RIDDELL AND MAX WILKINSON

THE TREASURY has narrowed to substantially less than \$1bn the gap between its target for public spending next year and the demands from departments.

After strong backing for the Treasury line from the Prime Minister in Cabinet last week, it is now considered a near certainty that the Government will be able to announce an agreed spending figure of £126.4bn for 1984-85 in its Autumn Statement next month.

However, some tough bargaining remains to be done in the next two weeks, mainly with the Ministry of Defence, about the arithmetic behind the overall figure.

The Treasury now seems confident that if the worst comes to the worst, it will be able to "lose" any remaining overshoot in the public expenditure accounting system as happened last year.

However, the Treasury will be arguing strongly in the so-called "Star Chamber" of Senior Ministers under Lord Whiteley's chairmanship, that it would be wrong to raid the £3bn contingency reserve to square the accounts as it did this time last year.

It will point out that this only

postponed the problem, since the Chancellor was forced to announce an emergency package of £1bn cuts and asset sales in July, only eight months after the last Autumn Statement on public spending.

The main problem remaining for next year is the defence budget, which is still substantially above the target level for 1984-85. The Treasury has suggested continuing into next year part of the current financial year's £340m cutback, announced in July. The Treasury is anxious to restrict next year's increase in the defence budget to about £1.3bn or 8 per cent compared with the 1983-84 figure.

There has also been an intense debate about whether to continue the present British commitment to the Nato target of a 3 per cent annual increase in defence expenditure beyond the present expiry date of 1985-86.

The Treasury has argued that the basis of the commitment should be changed from the present volume terms to cost terms. This could save up to about £350m in 1984-85.

The present volume basis means that if the cost of defence equipment rises faster than prices gen-

erally, the difference is added on top. If the defence budget were expressed in cost terms, the Ministry would get no extra cash to compensate for any relatively faster rise in weapon prices.

One could have rival groups competing to run regional electricity networks, regional gas boards, and competing against each other for the franchises.

Dr Owen urges the creation of "a small ministry for competition to bust open private and public cartels and monopolies. We should see the demerger of large private corporations, the curtailment of the powers of the multinationals, and the disaggregation of the public sector as part of a strategy which includes privatisation."

Most of the issues which will come before the "Star Chamber" are those which are thought to involve general or political principles which have implications for the pattern of spending right through to 1988-89.

The Treasury has suggested that part of the cost of maintaining a garrison on the Falkland Islands should be counted within the 3 per cent Nato commitment.

## Construction orders continue to advance

BY NO DAWNEY

THE AUGUST figures for new construction orders, show a continued improvement on last year but little evidence of the rapid growth seen in the spring and early summer.

Private sector housing orders - the major impetus behind the building industry over the last two years - dropped from £254m (\$380.6m) in July to £231m at seasonally adjusted constant 1980 prices. Industry observers claim the hot weather was a major factor behind the figure which, though 21 per cent higher than the same three months last year, is 15 per cent lower than the previous three-month period.

The surprise result came in public sector housing orders, up 13 per cent in June to August 1983 against the previous three-month period and 2 per cent higher than the same period last year. But analysts believe the Government's new move to restrict public sector capital spending will drastically reduce

this figure over the coming months.

Industrial and commercial building orders remain depressed. Private industrial orders, at £122m in August against £163m in July, are 8 per cent lower in the last three months than in March to May but 4 per cent up on the same period last year.

Similarly, commercial orders fell by 13 per cent and 7 per cent respectively.

Public works accounted for £336m in August (July £31m), making the June to August figures 4 per cent down on the previous three months, but 27 per cent higher than last year. At current prices, the total value of new orders in August was £1.03bn.

The National Federation of Building Trades Employers has warned that the new figures, though depressed, appeared more optimistic than its own state of trade enquiry, due to be published this week.

## National Savings pour in

By Clive Wolman, Savings Correspondent

THE POPULARITY of the 26th issue of National Savings certificates produced a rapid inflow of money last month. The Government's total receipts from National Savings reached £333m, the highest monthly figure this financial year, according to statistics released yesterday.

This contrasts with net receipts of only £147m in July shortly before the 25th issue, which yielded 7.5 per cent per year, was withdrawn. The 26th issue which yields 8.25 per cent tax-free if held for five years, produced receipts of £176m in September, following its mid-August launch.

A new certificate issue traditionally attracts a major inflow in its first few weeks as high rate taxpayers use up their £5,000 quotas, the maximum permitted individual holding of an issue.

A total of £80.8m of National Savings income bonds were sold in September, up from £52m in August, thanks to a 1/4 per cent increase in the interest rate they offer.

Withdrawals from index-linked issues, whose popularity has sagged during the last year with low inflation, slowed down in September. However, after the 2.4 per cent bonus is paid at the end of this month, withdrawals are expected to accelerate once more.

The total government receipts from National Savings in the first six months of the financial year to September have reached £1.5bn, which is broadly in line with the £1.5bn target set by the Treasury for the year.

The recent upsurge in receipts has come despite the massive inflow of funds since July to the building societies, the main rivals to National Savings. Government sales of gilt-edged securities in September were also at their highest for more than a year.

The recent increase in savings is not the product of greater thrift, as consumer spending has also shot up during the last two months. It is more the consequence of the overshooting of government expenditure since April which has pumped more money into the economy.

## Vital decision today in Telecom dispute

BY BRIAN GROOM, LABOUR STAFF

THE Post Office Engineering Union's privatisation dispute will reach a critical phase today if British Telecom (BT) goes ahead with a threat to dismiss 19 London area telephone engineers who have refused to work as directed.

The union's executive will meet today to discuss the outcome of efforts to avert a clash over the issue. By midday it expects to hear BT's response to representations made last week.

The 19 have twice refused management instructions to do the work of striking colleagues - the second time after signing a pledge to work as directed.

The union now has more than 2,000 members on strike or suspended for refusing to work at central London locations, including the international telephone and telex exchanges. It disputes BT's claims that services to customers are being maintained.

Further industrial action, possibly this week, is expected by telephone operators in the U.K. of Communication Workers. Some of these in central London struck for 24 hours on Friday.

Today the union executive will also consider the impact of its court victory against the attempt by Mercury, the private telephone net-

work, to get industrial action lifted. Mercury is expected to appeal against the High Court judgment. This is likely to be heard in a few weeks. The Government is expected to wait the final outcome of the case before responding to appeals from such bodies as the Institute of Directors to tighten the 1982 Employment Act.

Trade unions may also take a cautious view of the Mercury ruling. Although it would allow them to take industrial action legally in similar circumstances, these may not always apply.

The National Union of Railwaymen (NUR) faces a tricky decision over whether to block the laying of Mercury cables beside railway tracks when the private network expands into the provinces.

Its own campaign against privatisation could be undermined if the NUR refuses to help other unions out, but, unlike the Post Office union in the Mercury case, this work would provide jobs for its members rather than take them away.

Meanwhile, the six unions representing British Telecom workers will step up their campaign against privatisation today by claiming that the Government's flotation of shares is a threat to the defence of the realm.

## Fresh argument on low-tar cigarettes

By Lisa Wood

THE controversy over advertising and cigarette advertising was fuelled by the publication yesterday of new research on the issue by the Advertising Association, which represents advertisers, agencies and the media.

The research is on the penetration of low-tar cigarettes, which are allegedly less harmful to health than high-tar cigarettes, in countries with and without advertising bans, and on the effects of advertising bans in countries where such bans exist.

According to information published by the association, low-tar cigarettes make up a far smaller proportion of sales in countries such as Norway and Singapore than in countries such as Sweden and Hong Kong, where advertising is allowed.

The association said: "If, as has been suggested by recent research, low-tar cigarettes are half as harmful as high-tar cigarettes, the logical conclusion is that advertising bans achieve precisely the opposite effects to those intended by those who campaign for bans."

The association also says that per-capita cigarette consumption has grown substantially in countries such as Thailand, Taiwan, Iceland and Singapore, where advertising bans have existed for many years. In contrast, cigarette consumption has fallen in the UK, where advertising is allowed.

Advertising and Cigarette Consumption: 24, from Publications Department, the Advertising Association, Abford House, W5 Wilton Road, London SW1V.

## Owen expands on shift in economic policy emphasis

BY PETER RIDDELL, POLITICAL EDITOR

A RENEWED commitment to the social market economy and to the breaking up of private and public sector monopolies is made today by Dr David Owen, leader of the Social Democratic Party.

Dr Owen gives details of the shift in policy emphasis, which he outlined during his speech to the SDP conference in Salford, Manchester, last month, in a 5,000-word article in Economic Affairs, the redesigned successor to the Journal of Economic Affairs, published by Longman and the free-market Institute of Economic Affairs.

His theme is the need: "...to use the term 'market' openly and unashamedly. Britain cannot recover its economic strength without a far stronger emphasis on winning markets and without a clearer recognition of the commercial and competitive imperatives on which our prosperity depends."

The SDP support for decentralisation is defined as: "An endorsement of the market mechanism, which is in a sense a continuous referendum." At a press discussion of his article last week, Dr Owen denied that he had moved to the right. He pointed out that some of his ideas reflected the original founding aims of the SDP and could also be seen in the work of leading Liberals like Lord Gifford and Mr John Pardo.

Dr Owen refused to accept the conventional labelling of left/right, which, he said, had been made meaningless by the shift in Labour's position.

Dr Owen is none the less very much leading his party, rather than following its consensus. There has been very little discussion by the party's ruling committees of his new emphasis and some Social Democrats and Liberals are unhappy about this change.

Dr Owen admits that he has broken new ground on industrial policy. Indeed, his desire "not to freeze the frontier between the public and private sectors," but to welcome change, is directly contrary to the preference of Mr Roy Jenkins, his predecessor, for caution and stability.

In the public sector, Dr Owen argues that the monopoly bargaining power of the unions will either have to be curbed or the structure itself will have to be changed.

"In public services where revenue can be raised through charges - telephones, post, gas, electricity, rail, water - the monopoly cannot be easily broken. If the unions will not accept agreements covering comparability, arbitration and no-strike provisions, smaller autonomous managerial units, more co-operatives and the widespread use of franchising will become inevitable.

"But disaggregation of national wage-bargaining procedures will only help if there is a decentralised employing authority with the ability to fix prices and wages. There is already a case for autonomous, all-purpose regional electricity authorities for England, as in Scotland, for regional autonomy for the gas industry and, perhaps more controversially, the railways."

Dr Owen suggests the more general development of franchising.

"The private provision of hitherto publicly provided goods and services, subject to official contractual, licensing or regulatory requirements, opens up a host of possibilities, even in the natural monopoly areas, as alternatives to nationalisation on the one hand and/or large, private monopolies on the other."

## Few new M-ways in UK

FINANCIAL TIMES REPORTER

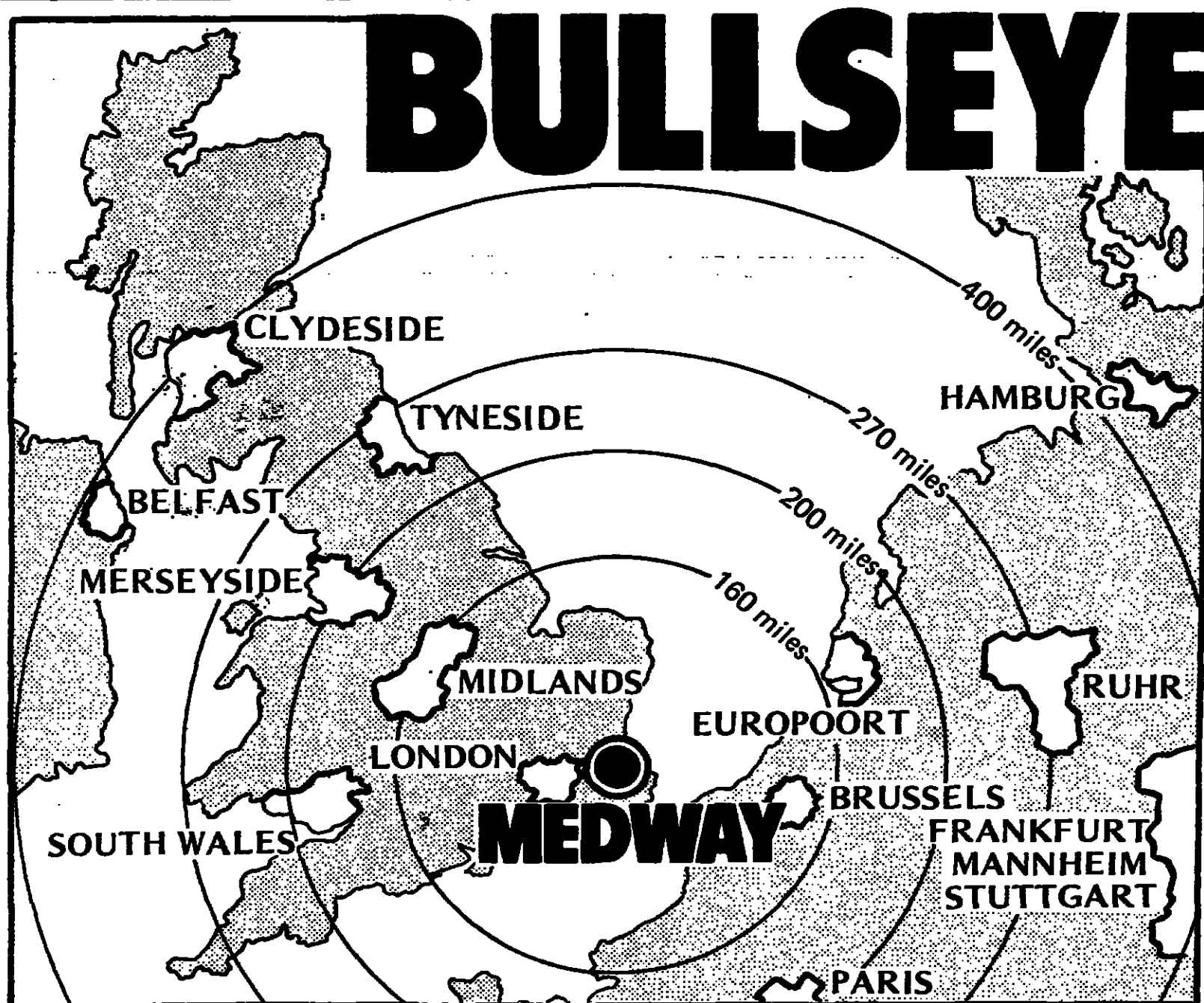
BRITAIN figures low in an international line-up of new motorways opened in the last five years, according to the British Road Federation.

In the five years to 1982, France opened 814 miles of motorway and West Germany a further 556, compared with Britain's 157 miles.

The Federation, quoting from World Road Statistics 1978-82, pub-

lished by the International Road Federation, said Britain spent only 33 per cent of road tax revenue on roads, West Germany 72 per cent, the U.S. and Switzerland 95 per cent and Japan 128 per cent.

Though the price of a gallon of petrol is shown to be lower than in many European countries, the British car-owner faces a heavier burden of taxation.



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## Civil Service cuts on target

By Robin Pauley

THE CIVIL Service is now down to its smallest size for 20 years, and the Government appears likely to achieve its target of 630,000 civil servants, the smallest number since the war, by next April.

By April 1983, there were 649,000 civil servants, a reduction of 84,000 or 11 per cent since the Conservative Government took office in 1979, according to the Civil Service Statistics 1983, published by the Treasury yesterday.

The largest cuts since 1979 have been at the Ministry of Defence, down 38,400 to 219,165, the Environment Department, down 15,000, and the Inland Revenue, down 11,500.

Not all cuts are actual jobs abolished; some are transfers to the private sector through privatisation of some departmental services.

Some departments have increased their numbers, notably the Employment Department, which has increased by 6,800 since 1979, and the Home Office, which has increased by a net 1,481, mainly because 1,900 extra prison officers have been employed since then.

Most of the reductions have come about through natural wastage, early retirement and voluntary redundancy, although 8,000 industrial civil servants and 2,500 non-industrial staff have been made compulsorily redundant.

Since 1979, there has been a net decrease of 47,500 non-industrial staff and 36,700 industrial

In recent years, nearly twice as many women as men have been recruited to the civil service, and about 47 per cent of all non-industrial civil servants are now women.

## MORE PIT CLOSURES POSSIBLE

# MacGregor warns against ban

BY BRIAN GROOM, LABOUR STAFF

MR IAN MACGREGOR, National Coal Board chairman, yesterday delivered a stern warning of further pit closures and told miners that their overtime ban following the NCB's 5.2 per cent pay offer would hurt only themselves.

In an address to the National Union of Mineworkers' white-collar section at Wallsend in the north-east of England, Mr MacGregor said the industry had to produce cheaper coal from more modern pits and bring output into line with sales.

A start had been made by "getting out of hopeless places" which would never contribute to coal's prosperity, but the industry's prospects were being damaged by huge losses still coming from a small part of the business.

Much of the £800m aid from the taxpayer last year subsidised losses at collieries "where the only pros-

pect, apart from closures, is to go on pouring away good money in order to pile up coal on the surface for which there is no customer."

Mr MacGregor denied, however, that the NCB was running down the industry. It would invest more than £700m this year and was creating new, efficient capacity faster than pits were being closed.

Since 1974, closures had cut capacity by 10.7m tonnes, but £1.2bn of new investment had brought 17m tonnes of new capacity into operation, with another 25m tonnes in the pipeline for completion over four to five years.

He warned that some miners would lose £40 a week because of the NUM overtime ban, due to start next Monday, but it would not alter the industry's need to balance output against what customers would buy.

The confidence of our customers

and potential customers in coal as a long-term supplier of energy is bound to be shaken (by the ban) at a time when we are fighting for the size of our business," he said.

However, record coal stocks of more than 50m tonnes equalled half a year's output. "It will take years to bring our stocks back to manageable levels, overtime ban or no," Mr MacGregor said.

He said the 5.2 per cent wage offer on basic rates was a fair one and was only possible because of efficiency improvements. There was the chance, through the productivity scheme, to increase earnings further, he claimed.

Mr MacGregor said productivity, measured by output per man shift for all employed, was running at record levels and still rising at nearly 4.7 per cent compared with last year.

He claimed that miners were still

top of the earnings league for large industry groupings, as shown by the Government's recently published New Earnings Survey, and that their average earnings were more than 25 per cent higher than the average for manufacturing industry.

The NUM's own wages league, comprised of smaller groups, puts them 45th. Mr Arthur Scargill, NUM president, claims the pay offer will add less than 3 per cent to the industry's wage bill, and it seems likely to add no more than about 3.8 per cent to average earnings.

The New Earnings Survey figures show that faceworkers' earnings increased by only 3.8 per cent last year, and those of surface workers by 3.1 per cent with groups such as fuel and power workers closing the gap with the miners.

## Nuclear waste sites announced this week

BY DAVID FISHLOCK, SCIENCE EDITOR

TWO POTENTIAL new sites for the disposal of radioactive waste, one in the south and one in the north of England, are expected to be announced by the Government with Parliament reassembles this week.

Each location might cost about £100m to design, construct and fill with radioactive waste over the rest of the century.

The Government's announcement will be followed by "some years" of field work by scientists to confirm the suitability of the sites.

The sites have been made available by ICI on Teeside, and by the Central Electricity Generating Board on land it owns in the south of England.

Both sites will require a nuclear

licence before they can be used to dispose of radioactively contaminated materials from the nuclear industry.

The Government expects to hold separate public inquiries in the mid-1980s into the suitability of each site.

The two sites, one for very slightly contaminated waste and the other for more radioactive materials, have been closed from a list of about 150 potential sites offered by the nuclear industry and private organisations.

The initial list was reduced to a short list of about 50 sites by Nirex, the nuclear industry waste management executive, a new body set up by the British nuclear industry

## EEC had 'modest' effect on industry

BY JOHN HUNT

THE EFFECTS of EEC membership on Britain's industry and trade have been modest compared with the original "inflated expectations", according to a report prepared by the European Communities Committee of the House of Lords.

However, the committee is convinced that membership has helped sustain the UK's trade and industrial activity during the recent difficult years.

It believes Britain's economy is now inextricably involved with the Community and that withdrawal would have serious consequences.

The report, to be debated next month, concludes that membership has encouraged foreign direct investment in Britain, particularly

from the U.S. and Japan. Britain's own domestic investment has probably been encouraged but, on balance, British investment in the Community has been reduced.

Taking evidence from a wide range of interests it found a striking degree of unanimity on the importance of Britain remaining in the Community. "Quite simply, membership is regarded as essential to the future well-being of British industry," it says.

It makes scathing comments on the barriers to trade in the Community and says bluntly: "Trade is not yet free – the Community is not a Common Market." It calls on the Government to work for the removal of non-tariff barriers

## Protests over pasta dumping

Financial Times Reporter

THE Ministry of Agriculture and the EEC are investigating a complaint from a Scottish Labour MP that the UK pasta industry is being seriously endangered by the "dumping" of illegally subsidised Greek products on the home market.

Cumbersome MP Mr Norman Hogg claims that the Greek Government, contrary to EEC regulations, has been subsidising the export of pasta products by up to 20 per cent. His concern follows approaches from one of Britain's leading pasta manufacturers, James Marshall (Glasgow) based in Cumberland.

A spokesman for the Ministry of Agriculture says that complaints have been lodged with the EEC in Brussels over the level of offer prices for Greek pasta delivered in the UK.

## Pledge by shipyard men

BY ANDREW FISHER, SHIPPING CORRESPONDENT

WORKERS at a small Scottish shipyard have promised to work their normal holiday periods, if necessary, in "a positive offer of flexibility" aimed at helping to win much-needed new orders.

The privately-owned Campbeltown Shipyard on the Mull of Kintyre in western Scotland is building two steel-hulled fishing boats worth more than £200,000 each. But it is desperate for more work to keep its 81-strong workforce busy.

The flexibility agreement, signed by shop stewards this month, has been agreed as state-owned British Shipbuilders is struggling to push through a drastic survival plan, which many of its 50,000 workers – threatened with job losses – have rejected.

Campbeltown recently lost an order to Denmark, where the competing yard quoted a price some 25 per cent lower.

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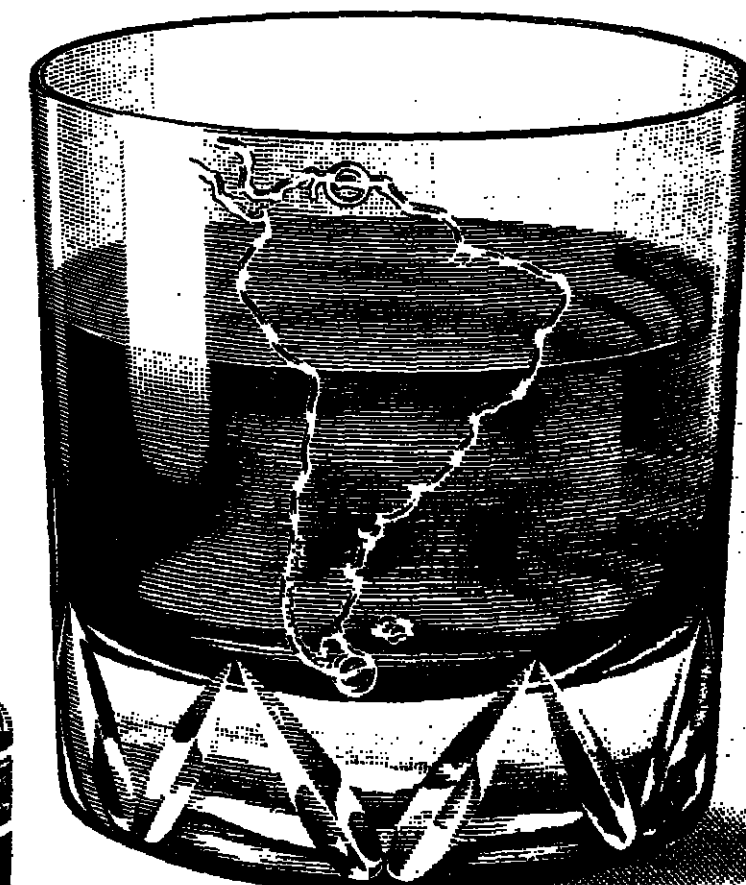
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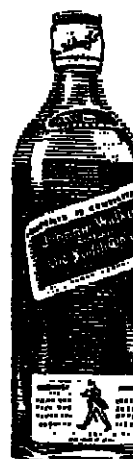
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## UK NEWS

# Unemployment 'no guarantee of industrial peace'

BY BRIAN GROOM, LABOUR STAFF

A CONTINUATION of high unemployment when Britain comes out of recession will not guarantee industrial peace, Mr Pat Lowry, chairman of the Advisory, Conciliation and Arbitration Service, has warned. Its impact on labour relations would diminish because the numbers already out of work had less effect than the fear of fresh redundancies.

"We shall get accustomed to the numbers unemployed," he told the Institute of Personnel Management's conference at Harrogate, Yorkshire. It would, however, continue to affect issues such as the union pressure for shorter working hours.

Mr Lowry said the challenge to management was "To provide the organisational structure and industrial relations framework within which the energies of a new generation of managers can be released, to provide motivation and leadership which are not based on either employee fear or the alienation of trades unions as an act of deliberate policy."

Improving industrial relations

was difficult against a background of social and economic divisions. He warned the Labour Party that simply to repeal all the present administration's labour laws would mean that stability in industrial relations would continue to elude Britain.

"We are unique among industrial countries in our apparent determination to tear up our industrial relations system by the roots and replace it with another," he said.

But he pointed out that many managers doubted the effectiveness of the Conservative Government's legislation, and said the central problems of industrial relations - improving productivity, as work - were outside the scope of the law.

Mr Lowry said he had come across only one instance of a company and local union officials agreeing to hold a closed shop ballot under the 1982 Employment Act - a requirement from November 1984. Many companies appeared to be ignoring the issue in the hope that it would go away, or were prepared to meet any damages awarded against them in closed shop cases.

## Jobs for the young 'through reflation'

BY ALAN PIKE, INDUSTRIAL CORRESPONDENT

YOUTH UNEMPLOYMENT is neither tolerable nor inevitable and solutions to the problems are available, Youthaid, a national charity concerned with the young jobless, argues in a background paper published today.

The paper sets itself the task of dispelling the view that high unemployment is unavoidable and attempts to create "a new atmosphere of public opinion in which no political party will be able to govern without a genuine commitment to create the jobs that are so desperately needed."

Youthaid stresses that young people are not immune from the worst consequences of unemployment.

The most important single margin was poverty but "the sense of rejection felt by a young person who has never had a proper job and sees no

prospect of getting one in a society where employment is still the commonly accepted measure of a person's value can be intense."

Youthaid rejects arguments that young people have priced themselves out of work, saying the relative level of youth wages has remained virtually constant, while unemployment has soared.

The paper accepts that it is less easy to deny that lower wages would improve young people's position in the labour market. Using this logic, however, it would be in the interests of any unemployed individual or group to make a wage bid below the going rate.

Youthaid believes the creation of these jobs must come through reflationary policies, concentrated in stimulating employment in areas of greatest need.

## CBI rejects EEC shorter week plan

BY OUR INDUSTRIAL CORRESPONDENT

THE UK GOVERNMENT has been urged by the Confederation of British Industry (CBI) to block EEC plans for a reduction in working hours.

Members of the CBI council unanimously rejected the contents of an EEC Commission draft recommendation which proposes substantial reductions in working time and limitations on overtime.

Sir Terence Beckett, director general, said that the EEC document omitted any reference to the crucial issue of reductions in pay in return for reductions in working hours.

"Such a reference was in earlier drafts but has now been massaged out."

The time for Europe to switch to a shorter working week would be after Japan and other Far Eastern countries had done so and not before, he said. There was an "orchestrated campaign" in progress for the 35-hour week which, if it suc-

ceeded, would not create jobs but put them at risk.

In the CBI's view, marginal reductions in working time cannot be pieced together to form new jobs. The CBI believes that the adoption of a 35-hour week would create serious skill mismatches and merely reduce competitiveness.

Yesterday's council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System. Although the CBI's Committee has favoured such a move, its Economic Committee has taken a contrary view. Consultation among members in the regions has been against sterling entering EMS, and this view was confirmed by a majority vote at yesterday's council.

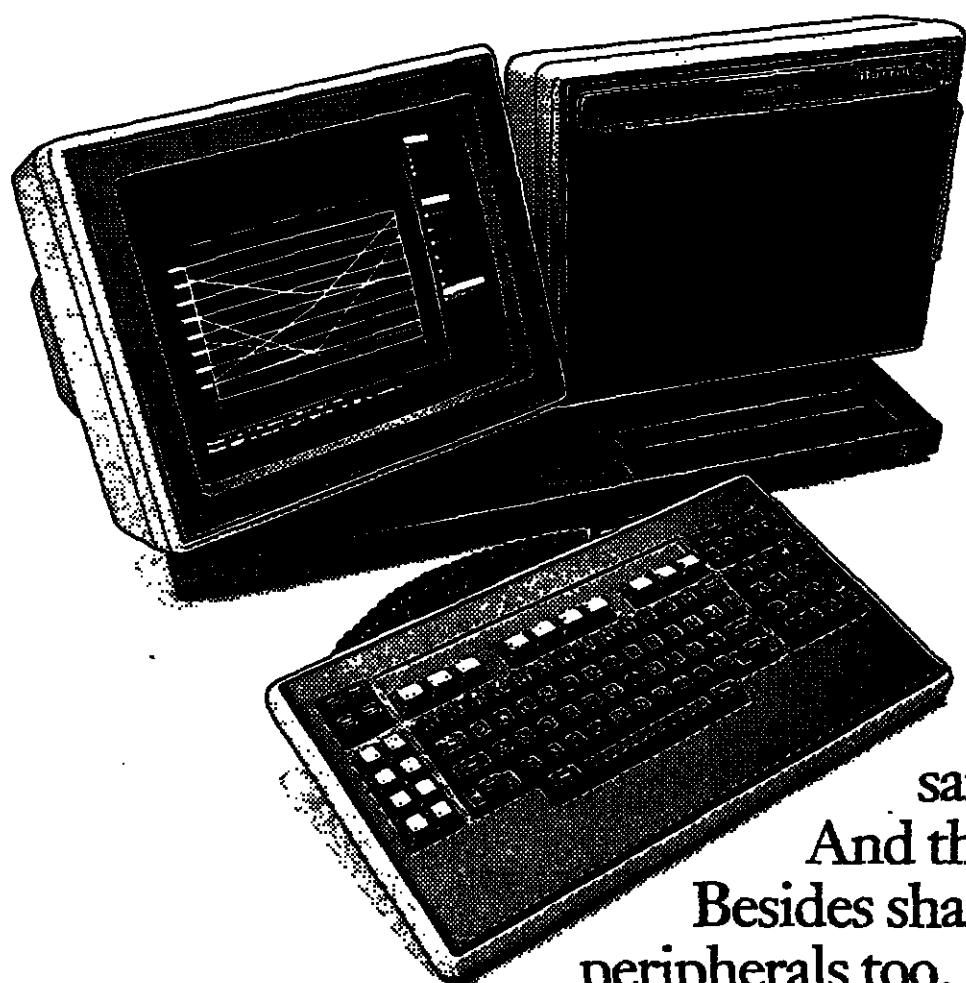
Sir Campbell Fraser, president, said the CBI did not feel the time was ripe for Britain to become a full EMS member.

## EUROPEAN TRADED OPTIONS

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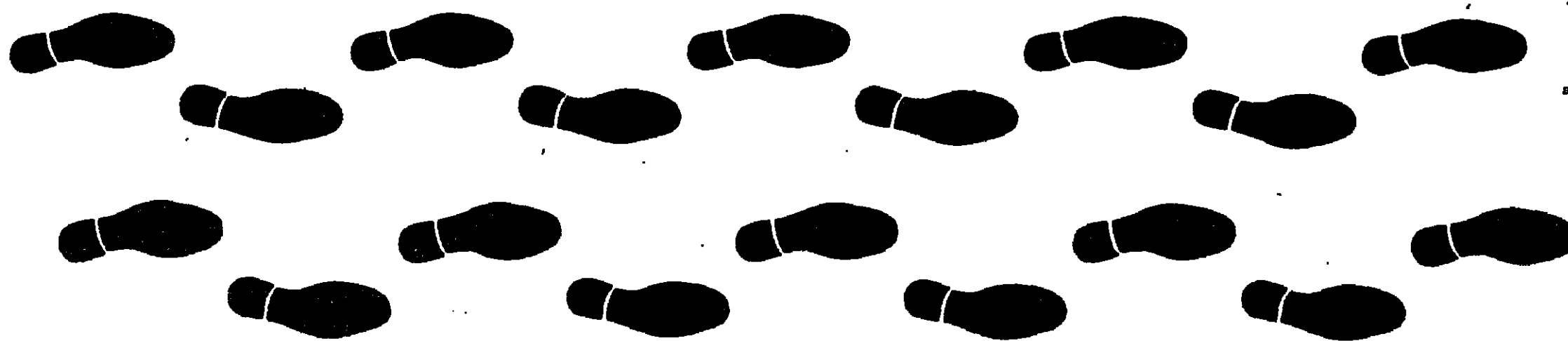
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## UK NEWS

## Big increase in business at county courts

By A. H. Hermann, Legal Correspondent

A SUBSTANTIAL decrease in the number of proceedings begun in the Queen's Bench division of the High Court last year and an even greater increase in the number of cases brought to the county courts are revealed in the latest judicial statistics.

Last year 164,396 cases began in the High Court compared with 182,630 in 1981 and the number of cases heard in the county courts rose to 2,045,569 from 1,949,290. The change is partly due to the recent rise in the jurisdictional limit of county courts to £5,000 and £15,000 for certain businesses.

For criminal cases, the number of committals for trial to crown courts rose to 67,869 (60,539 in 1981) and the courts disposed of 66,186 (61,914) during the year.

The statistics are incomplete, reporting only the business of courts administered by the Lord Chancellor. This leaves out all magistrates courts, which are administered by the Home Office, as well as many tribunals.

A total of 77 justices of the High Court, 339 circuit judges and 456 recorders sat almost 100,000 days in court in 1982. Even so, they dealt with the tip of the iceberg as most actions brought were settled or given up before they came to a trial.

For example, in the Queen's Bench, where 164,396 writs were issued in 1982, 70,743 cases were disposed of by a judgment without trial—mostly when not defended—and only 12,716 were set down for trial.

At this stage the majority were again withdrawn—only 4,399 cases ended with a judgment after trial.

The use of courts as a threat and a sort of debt collecting agency is even more evident from the county court statistics. Of the 2.5m cases brought there, 2m were "money claims" and of these 40 per cent for sums of £100 or less.

Judicial Statistics Cmd. 9065 SO pp.105 £9.10.

## INSURANCE

## Aiming to get better value from trade associations

By ERIC SHORT

INSURANCE companies represent one of the largest service industries in the UK, controlling assets in excess of £100bn and with an annual premium income well in excess of £20bn.

The insurance company trade associations, housed in Aldermar House off Cheapside and the adjacent Calico House in the City of London, have also grown to a size befitting the industry they represent.

There are now 10 organisations representing various sectors of the insurance industry, almost all of them housed within Aldermar House. They range from the British Insurance Association (BIA) and the Life Offices Association (LOA) to the Reinsurance Offices Association.

They occupy over 50,000 sq ft of prime office space, employ 320 staff and have an annual budget in excess of £9m, of which Aldermar and Calico House rents account for £1.7m. In addition, insurance company executives spend an estimated 15,000 days a year on the work of the associations.

There is a growing feeling among the insurance company members that they are not getting value for money. Various internal working parties have been looking at ways of effecting economies and of streamlining the decision-making process on important issues.

In particular there is a strong feeling that the industry is fragmented on many important issues and that it does at times lack an effective spokesman to represent the industry to the Government and the public.

There has been concern especially that in recent years the industry has not been able to agree on a major advertising campaign, nor on a central agency for handling complaints from the public.

The result was that the BIA hired PA Management Consultants to review the structure and consider possible alternatives. Its interim report, which was confidential, was ready in July, but only just appearing in the media.

Since the report states that

one of the priority functions of any association is to represent the industry and its members to the Government, politicians and the public, it seems strange that discussions should be shrouded in secrecy.

PA Management sets out various alternatives for members to consider. They range from maintaining the status quo to having one single fully-integrated organisation under a chief executive covering all functions.

No self-respecting association or organisation these days is without a director-general at its head. The PA Management report does not stray from this established course and recommends that any new structure should have a director-general.

But instead of a forceful personality putting forward the insurance industry's message at every conceivable opportunity, PA Management recommends that the director-general's function would be to head the staff rather than to be such a spokesman.

PA Management estimates that cost savings of 15-20 per cent could be achieved by rationalisation of current staff. This would be done both by pruning activities and moving some staff responsibilities out of Aldermar House. All members agree with this objective.

But when PA Management spells out how this is to be achieved, the opposition begins. PA Management starts from the premise that insurance is seen by the world outside as one industry. However, mistaken this view is, it says the proposed structure should build on this and not try and change it.

It would like to see a structure with two member groupings—life and non-life—operating within a formal federal structure, with a single permanent staff. But there would be considerable life and non-life specialists among the executive staff.

The opposition comes from the

pure or mainly life companies where their work involves them closely with the life associations, but much less so with the BIA.

They claim that the LOA, the Industrial Life Offices Association and the Associated Scottish Life Offices have a completely democratic structure where every member company can express views and influence policy decisions.

They claim that the same cannot be said for the BIA where it is argued that the major composite companies dominate.

They want to maintain the present set-up where the life associations operate quite autonomously from the others. They also feel that the current life association framework is quite satisfactory, though say there is room for rationalisation. These companies have very little interest in what the BIA does. They want effectively two separate organisations.

Indeed ASLO, which is unique in that it is an association of the chief executives of Scottish life companies, and is based in Edinburgh, has said that whatever happens in London, it will continue as before and will not be subordinate to any London-based association.

The timetable is that the associations should decide in principle on what lines the reorganisation should proceed along, as well as set up an action group with PA Management as advisers, to produce detailed proposals.

Life companies, which may object strongly to the proposed reorganisation, may be tempted, at the last resort, to go outside the main association to one or other of the two life associations that operate independently from Aldermar House—the Life Insurance Association and the Linked Life Assurance Group.

This announcement appears as a matter of record only.



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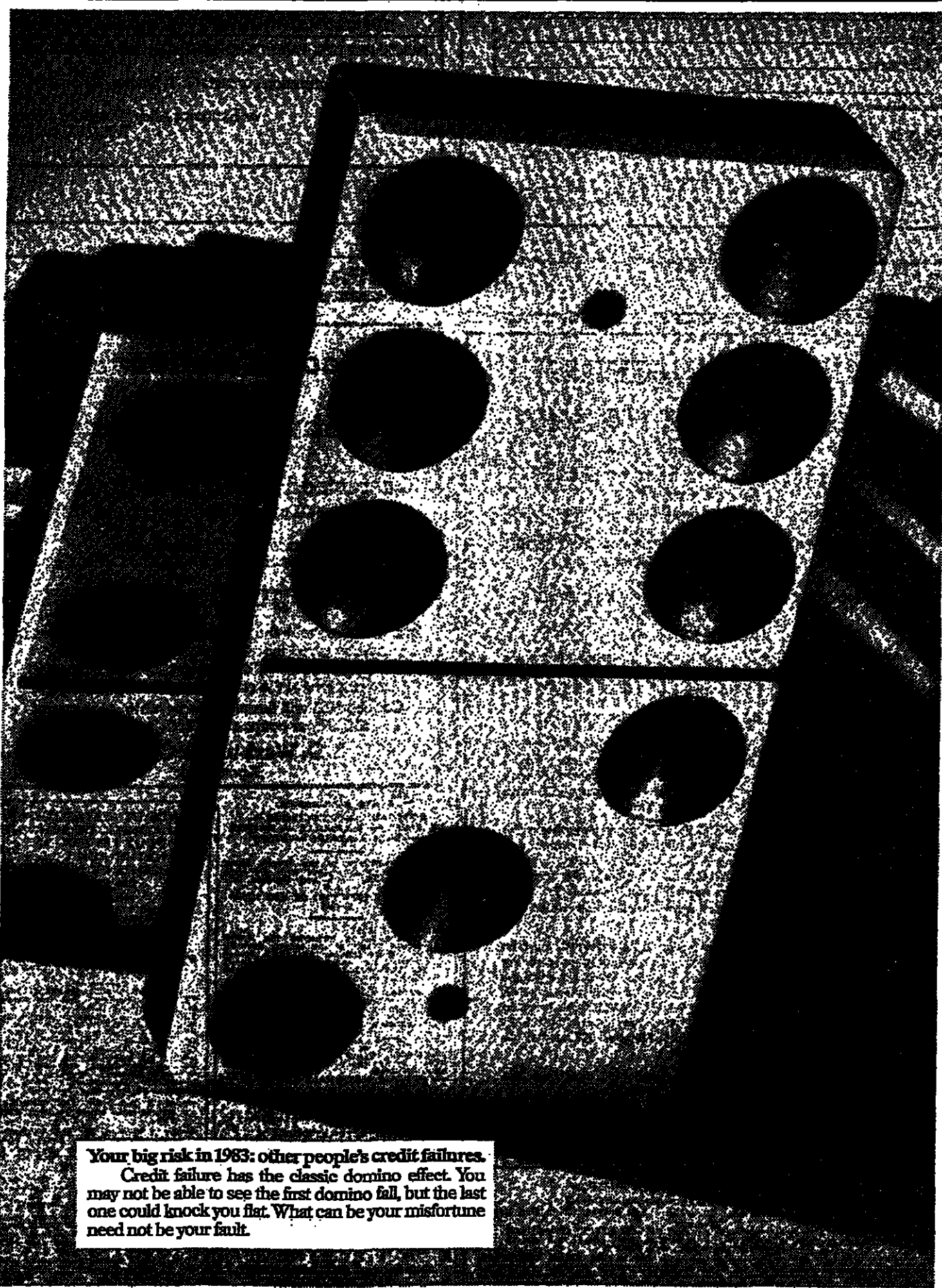
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## REPUBLIC OF THE PHILIPPINES

## Philippine National Oil Company

## INVITATION FOR BIDS

PNOC Energy Development Corporation and PNOC Exploration Corporation—subsidiaries of the Philippine National Oil Company have received loans from the International Bank for Reconstruction and Development toward the cost of the Petroleum and Geothermal Exploration Projects and intend to apply the proceeds of these loans to eligible payments under the contracts for which this invitation to bid is issued.

Payment by the International Bank for Reconstruction and Development will be made only at the request of PNOC Energy Development Corporation or PNOC Exploration Corporation and upon approval by the International Bank for Reconstruction and Development in accordance with the terms and conditions of the Loan Agreement, and will be subject, in all respects, to the terms and conditions of that Agreement. Except as the bank may specifically otherwise agree, no party other than PNOC Energy Development Corporation or PNOC Exploration Corporation shall derive any rights from the Loan Agreement or have any claim to loan proceeds.

Sealed bids in quadruplicate and on the prescribed bidding form plainly marked with any of the following:

- "Bid No. EDC 10.01 — Supply and Delivery of Oilwell 'G' Cement"
- "Bid No. EDC 10.02 — Supply and Delivery of Wellhead Assembly"
- "Bid No. EDC 10.03 — Supply and Delivery of Drilling Accessories"
- "Bid No. EDC 10.04 — Supply and Delivery of Rockbits"
- "Bid No. EDC 10.05 — Supply and Delivery of Steel Casings"
- "Bid No. EDC 10.06 — Supply and Delivery of Mud Chemicals"
- "Bid No. EC 10.01 — Supply and Delivery of Steel Casings"
- "Bid No. EC 10.02 — Supply and Delivery of Casing Accessories"
- "Bid No. EC 10.03 — Supply and Delivery of Stabilizers"
- "Bid No. EC 10.04 — Supply and Delivery of Mud Chemicals"

will be received at the PNOC Foreign Purchasing Office, Petrophil Bldg., 7901 Makati Avenue, Makati, Metro Manila, Philippines until 2.00 pm (Manila Time) on the following dates:

- January 23, 1984 — Bid No. EDC 10.01
- January 24, 1984 — Bid No. EDC 10.02
- January 25, 1984 — Bid No. EDC 10.03
- January 26, 1984 — Bid No. EDC 10.04
- January 27, 1984 — Bid No. EDC 10.05
- January 30, 1984 — Bid No. EDC 10.06
- January 31, 1984 — Bid No. EC 10.01
- February 1, 1984 — Bid No. EC 10.02
- February 2, 1984 — Bid No. EC 10.03
- February 3, 1984 — Bid No. EC 10.04

and public opening shall be held immediately thereafter. Plans and specifications are available to interested bidders at the above-mentioned PNOC Foreign Purchasing Office starting November 21, 1983 between Monday to Friday from 8.00 am to 4.00 pm upon payment of Five Hundred Pesos (P500.00) per bid document which is not refundable.

Interested bidders who are not pre-qualified suppliers of PNOC as of the date of this invitation are required to submit company documents and information such as company brochures and annual reports together with the bids on the bid deadline. Forms for this purpose are available at PNOC Foreign Purchasing Office with bidding documents upon submission of a written request accompanied by a brief summary of the company profile.

Bids must be accompanied by a bid bond in the amount as follows:

- Bid No. EDC 10.01 — US\$ 25,000.00
- Bid No. EDC 10.02 — US\$ 35,000.00
- Bid No. EDC 10.03 — US\$ 75,000.00
- Bid No. EDC 10.04 — US\$ 55,000.00
- Bid No. EDC 10.05 — US\$100,000.00
- Bid No. EDC 10.06 — US\$ 60,000.00
- Bid No. EC 10.01 — US\$ 30,000.00
- Bid No. EC 10.02 — US\$ 2,000.00
- Bid No. EC 10.03 — US\$ 6,000.00
- Bid No. EC 10.04 — US\$ 27,000.00

in the forms acceptable to PNOC as per tender document.

PNOC reserves the right to reject any or all bids and/or accept any bid in full or in part without assigning any reason therefor.

For purposes of clarifying certain issues, a pre-bidding conference will be held at the PNOC Foreign Purchasing Office at 2.00 pm, December 8 and 9, 1983.

Address all communications to the PNOC Foreign Purchasing Manager at the previously-mentioned address. No questions on administrative and technical aspects shall be entertained later than twenty (20) days before bid closing date.

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## THE WEEK IN THE COURTS

## Filtering politics out of Mercury dispute

ONE JUDICIAL swallow does not make a summer of trade union immunity, although the decision of Mr Justice Mervyn Davies in *Mercury Communications Ltd v Stanley and another* does demonstrate how difficult it may be for the courts to disentangle genuine trade disputes between employer and employee from the undertones of political motivation of the employee's trade union officials.

There can be little doubt that the Government, in framing the terms of the Employment Act 1982, expected that any union which ordered industrial action over anything other than wages and conditions of service involving anyone other than the direct employer would not be able to claim immunity from legal action. More particularly, it hoped that even the slightest hint of political motive would vitiate the limited immunity conferred on trade unions.

The Post Office Engineering Union had unquestionably conducted (and was continuing to conduct) a campaign against the plans of the Government to privatise and liberalise the telecommunications system. The essential question that arose for the court's determination was whether the industrial action

taken by workers employed by British Telecommunications, in refusing to connect the telecommunications of BT with those of Mercury, which was an actionable wrong of inducing breaches of contract, was nevertheless a "trade dispute" and entitled to immunity from legal suit. When BT ordered its workers to connect up in June 1983, in the midst of the campaign against privatisation, what was the reason for the workers' refusal?

It was claimed by the engineers employed by BT, that the refusal was a protest that the connection to Mercury would lead to Mercury (and other companies that might enter the telecommunications business in the future) doing work now done by BT, and thus force the first step towards the loss of jobs. Hence there was a trade dispute between the engineers and BT relating "wholly or mainly" to termination of employment. Stand in glove with that concern was the realisation that the industrial action in furtherance of the trade dispute helped to promote telecommunications opposition to privatisation.

The retort by Mercury was that in reality the refusal to connect the two communications

systems was part and parcel of the campaign against the Government and Mercury. It was pedantic and lacking in political reality to separate the campaign against privatisation and liberalisation. The difficulty about that argument was that it imported the political campaign of the past two years with the industrial action taken in June 1983, when connection was ordered.

No doubt the Post Office Engineering Union welcomed the order from BT to its workers as a godsend in its political campaign. It was able to use the occasion for industrial action against an order of the employer as an instrument that would incidentally assist its overall objective against government policy for the future of the industry.

Mercury was able to produce evidence of a report of a special conference of the Post Office Engineering Union in September 1983 which indicated a purpose wider than just opposition to the Telecommunications Bill now passing through its legislative stages in Parliament. But that did not detract from the fact that there was fear of job losses resulting from connecting the telecommunications.

One factor remains important: Mercury was seeking an interlocutory injunction against the union officials. At this stage in the litigation the evidence that could be adduced may have been limited by the time available for acquiring it. On the evidence at this stage before the judge, he thought that the union officials would be likely to maintain their entitlement to the defence that they were acting in furtherance of a trade dispute.

That is not to say that when the matter comes for trial the picture may not look a little different. The Court of Appeal, which may hear within a few weeks the appeal against last week's decision, may see the issues in a different light. That remains to be seen.

Is there anything that the Government might do by the way of amendment to the legislation that would assist the courts in preventing genuine trade disputes from being used to disguise the underlying political motivation of the trade unions?

The law requires the court, in testing whether the action is in "contemplation of furtherance" of the dispute, to look at the behaviour of the trade union officials. In a series of cases under the earlier trade union legislation of the 1970s, the House of Lords ruled that the expression "in furtherance of a trade dispute" referred to the subjective mind of the person doing the act. It meant that the person doing the act with the purpose of helping one party to the trade dispute to achieve his objectives need only show that he had an honest and reasonable belief that it would achieve that objective. The court would always ask itself whether a reasonable man could have thought that what he was doing would support his side of the dispute, or whether the link between his actions and his purpose was so tenuous that his evidence was not believed.

The question is a very limited one: is the trade union official to be believed when he says that he acted in contemplation of furtherance of a trade dispute? Once it is shown that a trade dispute exists, the person who

Justinian

\*Times Law Report, October 22, 1983.

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## PROFIT AND DIVIDEND ANNOUNCEMENT

## CONSOLIDATED PROFIT AND DIVIDEND

The audited consolidated results of the group for the year ended 30 September 1983, with the 1982 comparative figures were as follows:

	1983	1982
Turnover*	R 91 910 000	R 55 082 000
Profit before taxation	25 815 000	22 530 000
Taxation	9 588 000	8 477 000
Profit for the year after taxation	15 454 000	14 053 000
Less: Profit attributable to outside shareholders in subsidiary companies	112 000	103 000
Consolidated profit after taxation	15 342 000	13 950 000
Less: Dividend No. 16 of 45 cents per share (1982: 35 cents per share)	5 582 000	4 341 000
Retained surplus for the year	9 760 000	9 609 000
Number of shares upon which earnings per share is based	12 403 337	12 403 337
Earnings per share based on consolidated profit after taxation	123.7 cents	112.5 cents
Not included in the above results are the following:		
Surplus on sale of land and buildings	448 000	—
Deferred taxation—tax on investment	—	(348 000)
Prior year adjustment—depreciation on buildings	—	935 000

\* Turnover consists of the following:

- The proceeds of township sales, limited where applicable, to that portion of the sales from which profit has been taken.
- Rentals.
- The proceeds derived from the realisation by subsidiaries of disused mining ground.
- Gold sales from land clean-up operations.
- Sales of timber and other merchandise.
- In respect of the sand treatment plant, revenue derived from the sales of gold, silver and pyrite.

## Notes:

(1) Profits include, for the first time, income derived from the treatment of sand by the Crown Mines Sand Plant. The operating results were as follows:

	Six months ended 31.3.83	Six months ended 30.9.83	Year ended 30.9.83
Sand and slime treated (000 tons)	1 813	2 240	4 053
Gold produced (kg)	826	1 230	2 056
Yield (G/t)	0.46	0.55	0.51
Revenue (R/t treated)	5.81	5.08	7.50
Cost (R/t treated)	5.18	5.24	5.26
Working profit (R/t treated)	1.63	2.72	2.24
Gold price received R/kg	14 955	14 802	14 723
Dollar/oz	424	416	419
Revenue (R000's)	12 353	18 054	30 407
Cost (R000's)	9 264	11 955	21 319
Working profit (R000's)	2 889	6 099	9 088
Amortisation (R000's)	1 541	2 045	3 586
Capital expenditure (R000's)	1 639	1 679	3 318

There was no tax charge during the period under review. There are no comparative figures for the previous year as the plant was only fully commissioned on 1 October 1982. In the interim report for the six months ended 31 March 1983 it was predicted that designed tonnage treatment rate of 370 000 tons per month would be reached during the second six month period. This has been achieved. The average monthly treatment rate was 373 000 tons per month for the second period, compared with 302 000 tons per month in the first six month period.

Gold recovery improved by 8 per cent during the second six months of the year to approximately 65 per cent, which is still short of the 70 per cent predicted in the interim report. This is due to the low absorption efficiency of the carbon, which will improve once the high temperature carbon regeneration furnace is operational.

The pyrite recovery section achieved full production during the second part of the year, and regular sales are being made.

## (ii) Posting of Annual Financial Statements

The annual financial statements will be mailed to shareholders on or about 21 November 1983.

## DIVIDEND DECLARATION

Notice is hereby given that dividend number 16 of 45 cents per share has been declared payable to shareholders registered in the register of the company at the close of business on 18 November 1983.

The registers of members of the company in Johannesburg and the United Kingdom will be closed from 19 to 27 November 1983 both days inclusive. Dividend warrants will be posted on or about 3 January 1984 to shareholders at their registered addresses or in accordance with their written instructions received up to and including 18 November 1983. The dividend is declared in the currency of the Republic of South Africa. The rate of exchange at which the dividend will be converted into United Kingdom currency for payment by the United Kingdom registrars and transfer agents will be the telegraphic rate of exchange between Johannesburg and London ruling on Monday 21 November 1983.

In terms of the South African Income Tax Act, 1962, as amended, non-resident shareholders' tax of 15 per cent has been imposed on dividends payable to:

- (a) Persons other than companies, not ordinarily resident nor carrying on business in the Republic,
- (b) Companies which are not South African companies and are not carrying on business in the Republic,

and the company will accordingly deduct tax from dividends payable to shareholders whose addresses in the register of members are outside South Africa.

For and on behalf of the Board  
Johannesburg  
21 October 1983  
D. T. WATT  
J. R. FORBES  
A. E. HALL  
Directors

Registered Office:  
Off Main Reef Road  
Crown Mines, 2092, South Africa  
(P.O. Box 27, Crown Mines, 2025, South Africa)  
United Kingdom Registrars and Transfer Agents:  
Charter Consolidated P.L.C.  
P.O. Box 102, Charter House, Park Street  
Ashford, Kent TN24 8EQ  
Transfer Secretaries:  
Rand Registrars Limited  
2nd Floor, Devonshire House  
49 Jorissen Street  
Braamfontein, Johannesburg  
2001, South Africa  
(P.O. Box 31719, Braamfontein 2017, South Africa)

## Parliament this week

## TODAY

Commons: Prevention of Terrorism Bill, Second Reading

Lords: Data Protection Bill, business motion on amendments to schedules. Foster Children (Scotland) Bill, Second Reading. Data Protection Bill (Report). Code of Local Government Audit Practice for England and Wales, 1983. Motion for approval.

TOMORROW

Commons: Tenants' Rights (Scotland) Bill (Second Reading). Motions on the British Gas Corporation (Transfer of Shares of Subsidiaries) Order, the Gas Act 1972 (Modifications) Order, and the Further Disposal of Offshore Interests Directions 1983.

Lords: Debate on motion to take note of the statement on 1983 Defence Estimates.

Select Committee: Ginn and Gutteridge, Leicester (Crematorium) Bill.

WEDNESDAY

Commons: Supply Day debate on National Health Service.

Lords: Debate on motion to call attention to the relations between central and local government.

Select Committee: Ginn and Gutteridge, Leicester (Crematorium) Bill.

THURSDAY

Commons: Motion on the Civil Defence (Grant) and (General Local Authority Functions) Orders for England and Wales; also for Scotland.

Lords: Occupiers' Liability Bill (Committee). Equal Pay (Amendment) Regulations — Motion for Approval. Merchant Shipping (Miscellaneous Provisions) Bill (Committee). Lotteries (Amendment) Bill (Committee). British Museum Act 1963 (Amendment) Bill (Second Reading).

Select Committee: Ginn and Gutteridge, Leicester (Crematorium) Bill.

FRIDAY

Commons: Debate on the Civil Service on motion for the adjournment.



## TECHNOLOGY

THE 'INTEL OF BIOTECHNOLOGY' STAKES ITS CLAIM

## Why Centocor gets the 20% it asks for

BY DAVID FISHLOCK, SCIENCE EDITOR

CENTOCOR, a new U.S. biology venture with fewer than 100 people at Malvern on the outskirts of Philadelphia, was set up in 1979 to invent the "critical components" of new health-care systems. It likens its role to that of Intel and its latest chips, the key parts that make it indispensable to designers of advanced electronic systems.

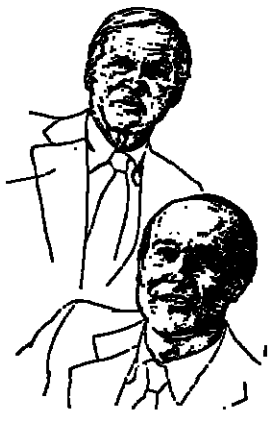
Centocor asks for—and gets—20 per cent of the selling price of the health-care system. "Executives tend to fall out of their chairs," admits Mr. Michael Wall, Centocor's chairman. "But it is not negotiable. It is the only thing that is not negotiable."

His job, and that of his hard-driving young chief operating officer, Dutch-born Dr. Hubert Schoemaker, is to persuade the big pharmaceutical groups that the 20 per cent is not a royalty but for a critical component it can obtain from no other source. "We need to see \$20m-30m for Centocor in a product," Schoemaker says. But he claims that "very large companies are extraordinarily receptive to our products." Partners in joint ventures include Warner-Lambert, FMC and the French Atomic Energy Commission.

Wall and Schoemaker created the new company as a research team operating right at the frontiers of biotechnology. Wall is the strategist and ambassador; Schoemaker runs the business. Wall, founder of Flow Laboratories, a \$100m company engaged in tissue culture and instruments, says he has the urge to start again from scratch, so that he could follow the commercial development of a new technology from the outset. "We think it is the greatest fun to follow a technology."

The idea is that Centocor itself shall stay very small, and shall transfer its science to companies already established in health-care. Wall believes the health-care industry today has excess production and distribution capacity and is urgently seeking major new products.

He sees such companies as potential partners. FMC, for example, has already committed \$12.5m to a joint venture with Centocor to try to exploit some novel ideas in immuno-regula-



Michael Wall (top) and Hubert Schoemaker

tion which could lead to dramatic changes in the treatment of such diseases as arthritis. Wall and Schoemaker see their main jobs as "managing the large partners—they even train salesmen for the partners for example, for Warner-Lambert which wanted Centocor's critical component for a test for hepatitis B—and finding fresh targets for their researchers."

The *sine qua non* of the target must be that it represents major innovation. Wall says he would be "laughed out of the office" if he ever tried to get 20 per cent for a me-too product.

Specificity is the key. Centocor began life on the campus of the University of Pennsylvania in Philadelphia, in what Schoemaker calls a "motel for start-up companies". Also on the campus is the Wistar Institute, an independent and reputable medical research centre with a strong emphasis on cancer. Through its director, Dr. Hilary Koprowski, Wistar offered the new company product patents on certain applications of monoclonal antibodies, the British invention of the mid-1970s which the Medical Research Council had failed to patent.

One was an antibody highly specific to cancer of the pancreas and upper gastrointestinal tract. Centocor brought it to the market last year, in the form of a radio-immunoassay for early detection. It has high hopes that the test may prove acceptable as a way of screening populations at risk from these tumours.

Another such assay was culled from the work of the Dana Farber Cancer Institute in Boston, which had developed a monoclonal antibody that proved highly specific to ovarian cancer. But this one may have therapeutic value, too, for a just-published research paper suggests that cancer of the ovaries responds favourably in most cases to its use. In any event, there are high hopes both at Wistar and Centocor that the specificity of monoclonals might be combined with chemotherapy to produce drugs designed to treat a particular tumour.

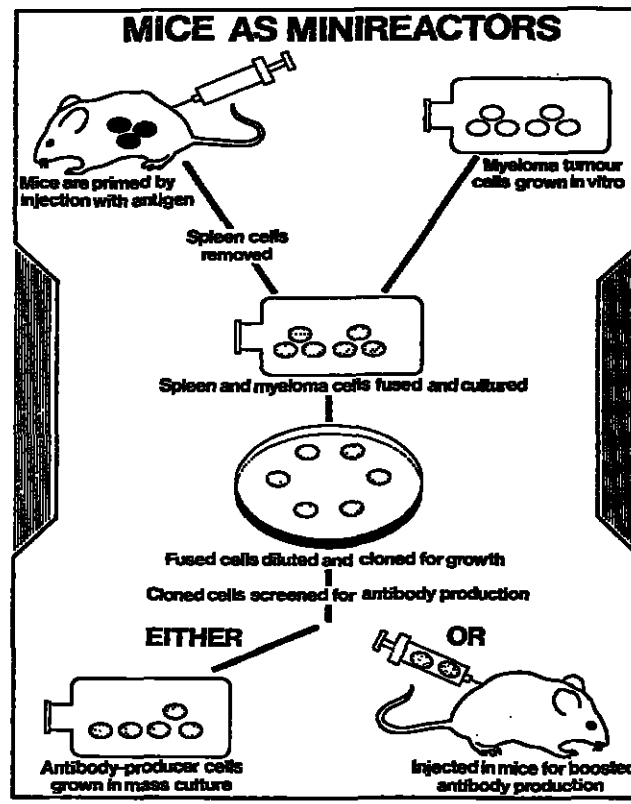
Centocor's own laboratories have found another exciting type of antibody, to Gram-negative bacteria such as *E. coli* and *Salmonella*. It is optimistic

Wall says he would be "laughed out of the office" if he ever tried to get 20 per cent for a me-too product

about showing that they might be used to treat such infections.

Earlier this month Centocor announced that it had negotiated a joint venture with Warner-Lambert to distribute another of its monoclonals, an enzyme immunoassay test for the hepatitis B virus. It claims that the test picks up cases missed by other tests because the virus is "hidden" in immune complexes. The hepatitis B test market worldwide is put at \$100m with more than 1m new cases of infection diagnosed each year. The company is discussing four different product configurations for this antibody.

To protect its position, Centocor always retains the cell line and hence the knowhow for



The hybridoma technique for making monoclonal antibodies starts with a mouse as the "mini-reactor" or incubator. When injected with antigen, the mouse's spleen responds by producing a cocktail of antibodies, each one the product of its own specific cells. The spleens are removed and mashed to release the immunised cells. Then they are mixed with a fast-reproducing cancer-type cell called a myeloma cell. Under the right conditions—specific to each union—the antibody-making cell fuses with the myeloma cell to make a hybridoma.

manufacturing the "critical component." When it negotiates a partnership for an antibody, it looks to the partner to maximise market opportunities by exploring the various possibilities for using the monoclonal antibody.

Likewise, it is happy to exploit other people's expertise in scaling up the manufacture of a monoclonal. "The cheaper we can make it, the happier we are," as Wall puts it. Two years ago it recognised that the British company Celltech, armed with coveted MRC inventions, was an international centre of excellence in the manufacture of monoclonals. Centocor has used Celltech extensively, both to explore problems of scale-up from manufacture in mice as "mini-reactors," and to make commercial quantities hundreds of grams at a time—of Centocor monoclonals.

In his experience, Celltech is still the only company success-

fully to master mass culture of monoclonal antibodies, Wall says.

But Centocor is anxious to be seen as a biotechnology company with much wider interests than monoclonal antibodies—just one technique of genetic engineering. Its own research programme, under the direction of Dr. Vince Zurawski, another founder-director, is running at more than \$3m a year. Zurawski is a PhD chemist who says he's become "very clinically orientated."

The imaging of diseases in a way the doctor can clearly and unambiguously assess is one important range of targets. He is working on ways of combining highly specific monoclonal antibodies with other chemical agents. For example, he has a combination which binds only to dead myocytes and thus can provide a vivid colour image of parts of the heart which have died following a heart attack.

## OFFICE AUTOMATION

## Now the telephone with intelligence...

BY GEOFFREY CHARLISH

IF YOU are a senior executive and if £1,200 will not burn a hole in the budget, then a new executive instrument from Standard Telephones and Cables offers an interesting combination of intelligent telephone, electronic diary, address book, calculator and notebook.

STC says it conducted extensive market research before the design was finalised, with the Department of Industry support for the field evaluation.

The result is a desk-top unit called Executel which can lend a useful hand in organising the executive's activities and allow calls to be made to any of the people involved at the touch of a button.

Executel has a full-sized keyboard, a 5-in. monochrome screen (24 rows of 40 characters), a back-up memory cassette, and a handset for use when private rather than the instrument's normal "loud speech" conversations are called for.

The directory can store up to 255 full-screen entries of names, addresses, phone numbers and other customer or client data.

From these entries, listings can be obtained. For example, all the suppliers of a particular product or all the brokers or airlines that have been entered can be displayed on the screen together, as could all the in-

house staff, say in a particular branch or division.

The number of any contact in the directory can be dialed automatically, and there are rapid dialing facilities for up to 16 of the numbers that are most frequently used.

Entries to the diary are easily made from the standard typewriter keyboard and with commonly used words like "meeting" or "lunch," only the initial letter need be typed.

Ample space is provided for daily entries and as they are made, the system compiles a monthly planner "grid" which shows all the days of the month with clear indication of the free and engaged periods.

Executel can also access the BT Gold service by which messages can be typed to remote correspondents and the replies received on the screen via an electronic mail drop box. The Prestel service can also be accessed.

Production is already underway at the STC Brighton plant and the company expects to be selling Executel, and an associated secretarial unit, early next year. At the moment approval from the British Approvals Board for Telecommunications (BABT) is for connection to direct lines only, but similar approval for PABXs is expected soon. More on 01-388 1234.

## ... and the computer with a telephone

BY PAUL WALTON

XEROX HAS launched the first in a line of portable computers, with the smallest weighing in at five pounds.

The 1800 family includes the 8-bit 1810 portable system and the 1805 processor which comes with a screen, both of which can fit into a briefcase and run on CP/M-based software packages.

The larger 1845 model, the base station can support more powerful operation of the portable computers when they are connected to it by running 16-bit MS-DOS software in addition to CP/M. There is also an 1845 disk unit which expands the systems storage capacity.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMs which simply plug into the back, with more promised for the future.

Both come with built-in features such as an appointment calendar, an alarm clock, calculator, a speaker telephone with automatic dialing, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

## Computer Aided Planning &amp; Estimating Systems

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## Testing Shaking Skynet 4 and Unisat

SDRC, the General Electric (U.S.) affiliate at Hitchin, North, specialising in mechanical engineering consultancy, has been awarded a contract by British Aerospace to conduct modal (vibrational) qualification tests on the Skynet 4 communications satellite and on Unisat, which is being designed and constructed for use by the BBC and British Telecom.

The tests will be used to confirm the validity of finite element mathematical models that describe the dynamic behaviour of the spacecraft. The models are used by the launch authority in a coupled analysis to determine how the launch vehicle and satellite interact under launch conditions.

## Domestic science Designing kitchens by computer

CLAIMED to be the cheapest kitchen design software to run, aptly enough, on the Apple IIe computer is KDS 5000 from Andersen Computers.

Tailored kitchens can be designed by entering a room's dimensions and calling up standard units from memory, fitting them together by means of a joystick which will move them around on the screen. Computer aided design allows the kitchen to be viewed from every angle, even under the sink where piping must be allowed for.

Amicus claims that for around \$6,450 it is selling a cheaper system than competition from Olivetti or Klenz. More on 0452 2762.

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Traditional seals in motor engines often leak poorly even when used under normal conditions. Weaknesses can develop in gaskets and cause leakage. Oil streaks in garages or on streets are there to prove it.

That's why Rhône-Poulenc developed Rhodorseal, a new silicone elastomer for effective sealing. Already adopted by leading automobile manufacturers in the U.S.A. and Europe, these new products guarantee more effective protection against leaks over a longer period.

And because Rhodorseal joints can be vulcanized at room temperature right on assembly lines, they are simpler to handle, quicker to install and lower in cost.

This innovation is another recent success from Rhône-Poulenc research in silicone.

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The creative chemical company worldwide

To convince you that Rhône-Poulenc can make a motor leak-proof, you needed proof.

Motor engine joints sealed with Rhodorseal, a new Rhône-Poulenc silicone elastomer, remain leak-proof longer.

In many areas, Rhône-Poulenc is represented by its subsidiary **M&B** May & Baker



## BUILDING AND CIVIL ENGINEERING

## RAILWAY CONSTRUCTION

## Electric trains for Dublin

THE FIRST railway line in Ireland—and one of the first in the world—was built between Dublin and the fashionable port of Kingstown.

Next year the same stretch of line—although Kingstown is now Dun Laoghaire—will form part of Ireland's first electrified rail line.

Work is almost completed on electrification of a 25 mile stretch of double track linking Howth to the north of Dublin with Bray on the south, and serving 26 suburban and city centre stations.

The cost of the project is currently estimated at £117m, compared with an original estimate of £140m when the project began in 1979. The final cost is likely to be somewhat higher. As well as inflation and sharp increases in VAT rates during

BY ALAN ELLIS  
AND  
BRENDAN KEENAN

the project, the state transport authority, CIE, has had to allow £190m in interest charges on borrowings.

CIE, which has an annual deficit of about £110m, made its original costings on the basis that the exchequer would fund the project by way of non-repayable grants. A hard-headed Government was unable to agree, and the scheme has been funded through borrowings, mostly from the European Investment Bank.

This difference could be crucial when it comes to assessing the success of the plan. The new electric trains will run every five minutes at peak hours, with feeder buses to serve the stations. CIE will need to triple the number of passengers using the present, antiquated diesel trains.

First, though, the company must negotiate an agreement to operate the one-man trains with the three unions which represent railway staff and drivers, as well as other unions involved. Officials remember the difficulties in the UK over the St Pancras to Bedford service. Similar difficulties could delay

the planned introduction of the new trains early next year. The four-year project involved major work on 40 bridges, including 30 which had to be raised or rebuilt. All stations are being upgraded and two new ones were built, at Sandy-mount and Salthill.

The electrification system is overhead contact at nominal voltage of 1500 volts DC, similar to systems recently installed in

spectacular piece of Victorian engineering built into the cliffs above Killybegs. But all this scenery posed problems for the engineers who had to guard against the salt breezes. The EMUs had to be protected, structural steelwork was well-galvanised before painting, and aluminium was not used in overhead conductors. Supporting insulators are of porcelain because of doubts about

Most of the design was the responsibility of Mott Hay and Anderson, consulting engineers, Croydon, with John B. Barry and Partners of Dublin. At peak construction 1,700 people were employed.

A completely new signalling system was built for the line by Wabco of Pittsburgh, U.S. It has lineside signalling for the diesel mainline trains which will use the track, and in-cab signalling for the EMUs. If a driver fails to obey a signal the train stops automatically—a system which would probably have prevented the recent fatal crash at Kildar. The system is remotely operated from Connolly station in Dublin City centre.

For CIE the project is only the first phase of a four-phase plan which would give Dublin a rapid rail transit system over the next 12 years. The second phase would involve a new, 16 km line to the sprawling new towns to the west of the city, which house 400,000 people. In the third phase this line would be linked to the Howth-Bray line via an underground railway in the city centre.

A fourth phase would build new line to the northern suburbs and link up with the existing systems.

It would be a valuable asset for a city which is the fastest-growing in Europe and whose population is expected to reach 1.5m by 1990. If the plan were funded on the same basis as the present phase 1, the total cost at 1983 prices could be over £260m.

Even over 12 years, this is a frightening sum for a government with an annual borrowing requirement of over £15bn. If it is ever to get further than the planner's drawing board it will be because the present scheme persuades Dublin commuters to abandon their cars and because the city's growth leaves little alternative.

## Outlook gloomy, say builders

HOPES OF a sustained recovery in the UK building industry suffer a further blow today in a deeply pessimistic report published by the National Federation of Building Trades Employers.

For the first time this year the NFBE's latest State of Trade study reveals that in sectors other than house-building and repair and maintenance these reporting a fall in the level of enquiries (31 per cent) now outnumber those enjoying an increase (20 per cent).

The new report, based on a sample of 500 member companies, points to a slight increase in activity over the year as a whole, with 38 per cent of respondents expecting an upturn in output against 32 per cent expecting a fall. However, NFBE analysts believe this improvement is largely due to first quarter results.

Output has now levelled off, the Federation says, with 60 per cent of companies reporting no change in the third quarter. In the depressed North West, builders are predicting a continued fall in output in last year.

Public sector demand is particularly depressed with companies reporting falling enquiries against those enjoying increases now at a three to one ratio.

The NFBE report reflects similar patterns published in the August construction new orders figures released last week by the Department of the Environment. The industry is particularly concerned over the Government's plans to reduce spending on home improvement grants and rumours of Treasury plans to reduce local authorities' capital spending funds.

IVO DAWNEY

## Uncertain future for building research

THE BUILDING Research Establishment is in trouble. Since 1976 it has lost about 40 per cent of its staff—and as much as 70 per cent of its income, the younger recruits.

Researchers now fear that the unkindest cut is yet to come—with the tightening grip of the Department of the Environment on it, there is a feeling that the very reputation of BRE as an independent and authoritative scientific body is being put at risk.

Earlier this year the Environment Secretary rejected the recommendation of the Research Strategy Committee of the building and civil engineering EDCs that a Board of Management be established for BRE. After more than a year of deliberation, DOE decided that such a step would give the research station too much independence. But another conclusion of the committee that could not be discarded was that the nation needed BRE: "The commercially independent national capability provided by BRE is now even more important than before... we firmly believe that the Government must continue to play a major part in funding research."

That strong view at least relieved BRE of the spectre of full privatisation which had been hanging over it since Michael Heseltine first raised the possibility. It is now accepted that, while the station may attract private contracts, its basic programme "if it is to command acceptance... needs to be assessed independently of its commercial sponsors."

But that did not stop the process of tinkering. Its latest manifestation was the Rayner Team report. Alongside recommendations like privatising the cleaning at BRE, Rayner suggested as a priority that all publications must be charged for. This is due to happen next

April. In consequence circulation of some research results will drop by as much as 75 per cent, instead of sending them out free with professional journals, BRE will have to rely on subscriptions for its digests and defect action sheets.

To make matters worse, to enable subscriptions to be accepted, both publications must in future be produced not when material is available, but regularly, once a month, ready or not. The researchers find this scientifically unacceptable.

Architect Bill Allen, whose firm specialises in trouble-shooting when building defects occur, described the decision to

Mira Bar-Hillel  
looks at the  
Building Research  
Establishment

charge for BRE publications as "crazy". It is difficult to disagree with this view considering that the digests will sell at £1 each while the defect action sheets, initiated by former Housing Minister John Stanley to try to reduce councils' multi-million pound defects bills, will sell at a princely 50p—if they sell at all.

The new order will not please the Research Strategy Committee either. It is already concerned that there is inadequate dissemination of research results, leading to repeated defects. It would like to see BRE devote relatively more resources to dissemination rather than adding more and more results which are not filtering through to the users.

BRE staff are aware of this, and are equally concerned. This is yet an additional factor in their general frustration, on top of more day-to-day grievances.

the depletion of numbers has meant not only that the brightest and best have left to look for more promising careers elsewhere, but also the shortage of juniors—and clericals—has resulted in anomalies like highly-paid specialists having to mix their own concrete for experiments, not to mention doing the extra paperwork.

Earlier this year, the chairman of the BRE Trade Union side wrote to DoE Minister Sir George Young, complaining that the type of research most essential to politicians was that which "enables a Minister to provide an answer to a PQ saying 'research on this topic is in hand in my department'." He pointed out that too often this meant that a piece of work requiring a 12 man-year effort has only half a man-year put into it.

This squeeze on the research programme is something the staff now expect will get worse as direct control from Marcham Street becomes tighter. More and more urgent work has to be done for the department—BRE has proved enormously responsive and useful on controversial problems like timber frame, UF foam and Airey houses—and it is done at the expense of longer-term projects which scientists are convinced are essential if future problems are to be avoided.

Perhaps most bewildering of all is the regular patting on the head by Ministers with one hand—while the other hand sets ever-reducing staff targets year after year. The Research Strategy Committee said: "We are convinced that BRE needs a secure future and confidence about its role." At the moment it is extremely short on both counts.

## Access rule for the disabled

SOMETIME next spring a new Building Regulation will come into force which will finally ensure that access is provided for disabled people to all new public buildings—and to any existing buildings which are undergoing alterations.

This will come after years of lobbying, efforts and Private Member Bills which have sought—unsuccessfully—to bring it about. In theory, a "general duty" to "make proper provision" for the disabled in public buildings has been the law, at least since Dwyer's Disabled Persons Act of 1981. In spite of almost universal support for the Act, it has contained no enforcement provisions whatever. Inevitably it was largely ignored. But

John Stanley, then Housing Minister, did actually want to see the matter dealt with, and it was broadly agreed that the best way to ensure compliance was to make a new Building Regulation.

The latest draft, which has just gone out to consultation, should please the disabled lobby on several counts. It is now agreed that the duty to provide access should apply to alterations and extensions, and not only to new buildings, as was originally envisaged. There is to be an exemption for small buildings. And wheelchair spaces in sports arenas and auditoria are to be specified as percentages of total capacity, with appropriate cut-off points.

One problem that has emerged was that of how disabled people were to be evacuated from a building in case of fire. It was accepted that this could cause grave danger, not only to the disabled themselves, but also to those who stayed behind to try to save them. For this reason it is proposed that, for the time being, the right of access would be restricted to the ground floor only. The British Standards Institute is now working on a Code of Practice which should go some way towards solving the means of escape problem in general. Once that has been achieved, it will be possible to apply the new regulation to all floors in buildings.

MIRA BAR-HILLEL

## CONTRACTS

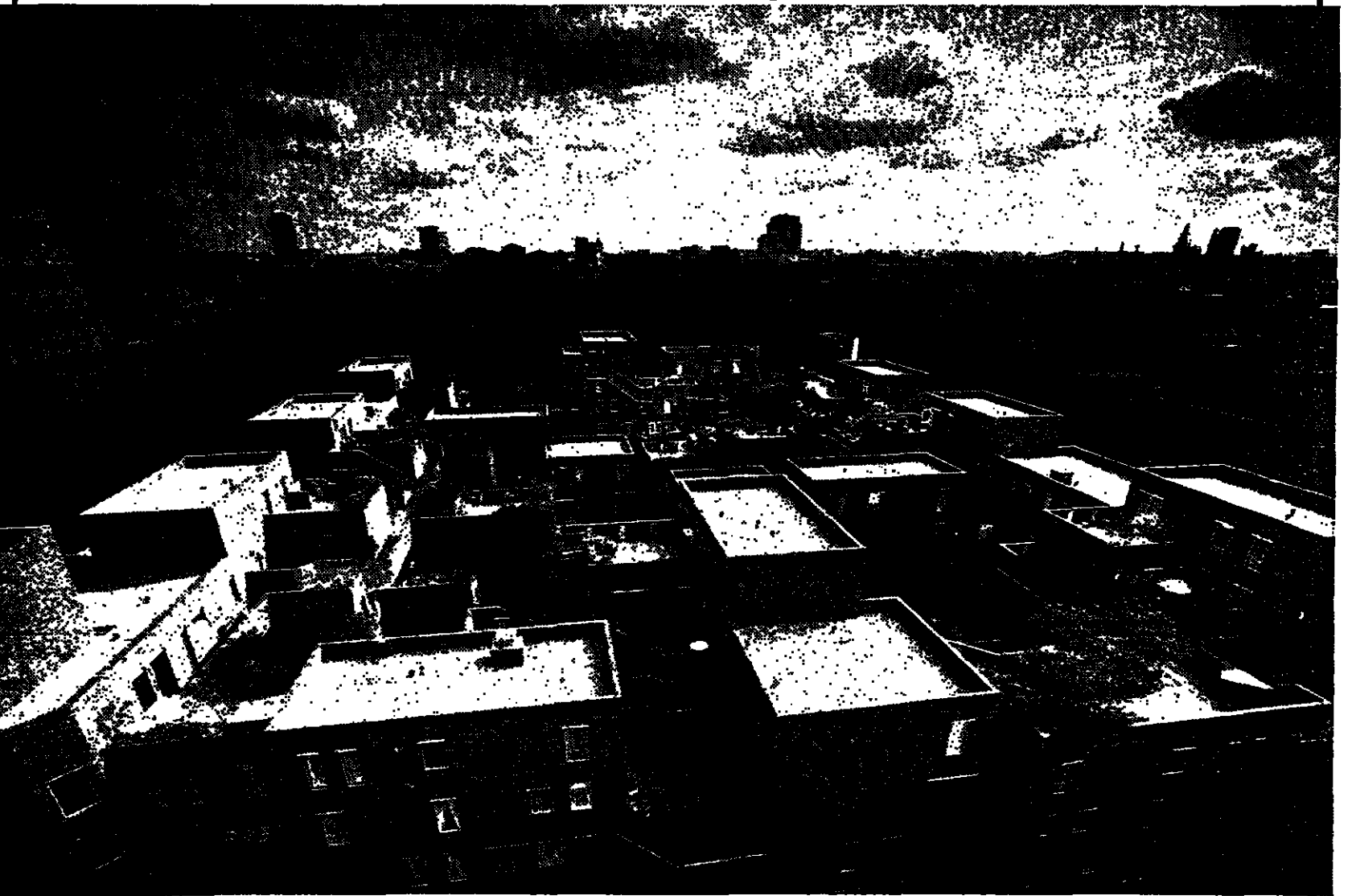
## £10.7m refurbishment at Debenhams

TROLLOPE & COLLS has been awarded a £10.7m contract to rebuild and refurbish the old Debenhams & Freebody building in Wigmore Street, a building Trollope originally constructed in 1907. For London & Leeds Investments, it will provide about 60,000 sq ft of air-conditioned office space, 30,000 sq ft of residential flats, with 6,000 sq ft of shops, together with basement parking for 18 cars. The Debenhams & Freebody building is listed Grade II and much of

the original fabric, including the external facade, will be retained. The main entrance, grand marble staircase, and ground and first floor rooms on the Wigmore Street elevation will be refurbished; the second and third floors above will be upgraded using mouldings taken from the old Gimson plaster ceilings. Above and behind the retained elements, a new steel structure will be constructed and three floors with mansard roofs are being added. The basement level will be lowered to provide

plant room space, car parking and conference room facilities. A new central lift core system will serve the office areas and will include four of the store's original bronze and enameled lifts. The facade facades will be cleaned and restored. Curtain walling will be used to clad the new elevations at the rear and the building will be crowned with a new cupola in GRP, a replica of the original 60 ft facade version. Work, which has just begun, is scheduled for completion in two years.

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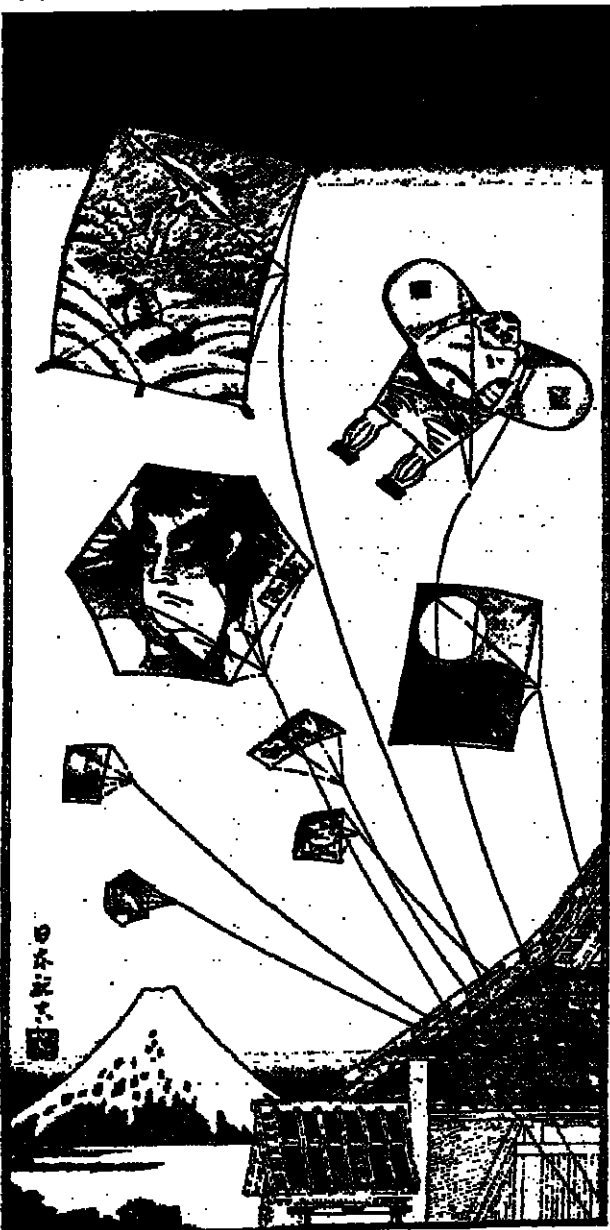
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## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

## The man who fashioned a clothing empire

James Buxton meets the expansionist Luciano Benetton

IN THE 17th century the Minellis, nobles of Venice, escaped the summer mugginess of the lagoon city for Ponzano, a hamlet in the hinterland. There they had a fine villa with high airy rooms and painted ceilings. In the adjoining farm buildings retailers made wine from the grapes growing in the flat green countryside.

Now the Villa Minelli is the destination of another kind of peregrination: of leaders of the world of fashion going to what is now the headquarters of one of the most successful clothing companies in Europe, Benetton. Ponzano is still only a village (near Treviso, 20 miles north of Venice), but the farm buildings are now offices, the company chairman works on the top floor of the summer palace and at the bottom of the garden is a sophisticated knitwear factory.

But despite the grandeur of the setting, life in the villa reflects the informality and clean lines which are the hallmark of Benetton clothes. On the piano nobile, the main floor, girls sort out samples for fashion shows under a vast painting of the Last Supper.

The Benetton family delights in being provincial outsiders who have taken a powerful position in European clothing. That has only really happened in the past five years. Benetton began in a small way at Ponzano in 1968. By 1978 its jeans, jerseys and T-shirts were on sale at a few hundred shops all over Italy, but exports were almost nil and turnover was a respectable but far from dazzling £80m (£30m).

Yet this year Benetton expects to sell several times as much in money terms—£480m worth—through 2,500 shops. More than half its turnover comes from abroad and its name is well known in London, Paris and the big cities of West Germany. Earlier this year Luciano Benetton, the company's 46-year-old chairman and main driving force, was named in a survey as Italy's fifth most successful manager, and in May a Formula One racing car painted in the radiant Benetton green won the Detroit Grand Prix. Though Benetton is one of the most striking success stories of Italian industry and marketing in the past few years, with an expansion unmatched even in the transient world of fashion, there is nothing ephemeral about it.

## EUROPE'S NEW ENTREPRENEURS



Luciano Benetton studied production techniques for knitwear for several years before selling a single jersey and the company innovated from the start, both in production methods and marketing. Every step in Benetton's expansion has been planned long in advance. The company now uses some of the most advanced data processing and factory automation techniques to get the best out of a manufacturing system that still has one foot in the classic Italian network of small artisanal businesses from which it began. But fundamental to its success, of course, is a so far infallible flair for designing attractive clothes.

Even by Italian standards Benetton is a family business to an almost exaggerated degree. It began with the combination of Luciano and his sister Giuliana; she had discovered a natural talent for designing knitwear, and she convinced her brother, then a clothing salesman, that she could make and sell them. They began at Ponzano with 60 people and virtually no bank finance and two years later, in 1968, opened their first shop at Belluno in the Alps. Her two younger brothers, Gilberto and Carlo, joined the company.

Benetton moved from jerseys, cardigans and other knitted clothes into denim jeans in time for the great jeans boom of 1975-76 and then started to make cotton clothes and T-shirts. By 1975 it had about 200 shops in Italy and was opening at the rate of a hundred or so a year.

But the second take-off came in about 1978 when Benetton first started operating abroad on a large scale and when it filled the remaining gaps in its coverage of the Italian market. "It just so happened that 1977-78 was when the market for informal clothes really exploded," says Luciano Benetton.

The number of Benetton shops in Italy shot up to about 1,500 and there were big ex-



Luciano Benetton: Italy's fifth most successful manager.

pansion drives in Britain, West Germany, France and elsewhere in Europe.

"We were never offering crazy fashions—just something a little more personal, a little less anonymous than the average, at a time when people were moving towards wearing more casual clothes for everyday use," says Luciano Benetton. The most obvious characteristic of almost all Benetton clothes is their bright colour and their simple shapes. In a Benetton shop it is the colours and display in the window and on the open shelves that strike you most, as they are designed to do.

But the product itself depends heavily for its success on a marketing and production system initially far more sophisticated than that of any of Benetton's competitors. Both are aimed at being responsive to tastes as swiftly as possible.

Benetton clothes are only sold through shops franchised or owned by the company, and they sell only Benetton products. In Italy this means that the traditional clothing shopkeepers have to be ruthlessly cut out. The shops, which conform to an image and style of management

decried by the company, are called by a few different brand names, such as Sisley, Jeans West, Tomato, O12 (for children) and, increasingly, Benetton itself, which all sell much the same clothes and at the same price, though the ambience varies to suit different kinds of customer. Benetton or its agents choose the sites for the shops with great care, often ending up—in Italy—with three or four Benetton shops in the same street.

The shops are the antennae of the whole business. They must be in close contact with head office, daily reporting takings and detailed sales trends to Ponzano. Partly to take account of the fact that Italian shops are now being required by law to install electronic cash registers (most Italian shops up to now have kept their takings in a drawer) Benetton has designed and made its own specially-tailored model capable of transmitting large quantities of information in real time to the company's European computer network. Meanwhile Comau, the Fiat subsidiary which makes robots and other factory equipment, is completing an automated ware-

house near the company's main factories.

From the start the Benettos sought to get round the problem that the clothing manufacturer never knows what colours are going to sell best and usually can't produce extra supplies of the most popular colours from the shops. It can thus get stuck into the shops to respond to a trend within ten days, compared with what it says is a month or more for many of its rivals. It all amounts, as Luciano Benetton says, "to raising fashion from the artisanal to the industrial level."

Only in one respect is this not completely true. Although Benetton has eight factories in Northern Italy its payroll is less than 2,000. But it gives work to another 6,000 people—those who work for the 200 small makers of semi-finished clothes in Northern Italy which supply Benetton's main plants. Benetton handles all dyeing and final ironing—presentation is everything—but well over half the basic weaving and making up is done outside the company's plants.

Benetton thus holds down its overheads, avoids the thankless task of managing a vast workforce and benefits from the much lower production costs of the small subcontractor.

Benetton is visibly becoming more mature and sales are growing a little less fast than before. Turnover doubled between 1979 and 1980 when it reached about £200m, and last year sales reached £414m, with estimates for 1983 pointing at about £480m. Even without the Italian inflation rate of 16-20 per cent since 1980 these are impressive figures and the recession has seemingly made little difference to growth. Gross profit in 1982 was £40m. But Benetton has virtually ceased to establish new shops in Italy ("the market is saturated," says Luciano) and says it is now "perfecting" its coverage of the rest of the European market, expanding outward from the main cities and growing in the peripheral areas like Scandinavia.

At Ponzano management has become a little more institutionalised. Luciano is evidently the boss, with particular responsibility for marketing but also with a close interest in production methods. He does not at all conform to the popular image of a dark and cunning

Italian businessman: he has rather long, brown hair, glasses and an open face. With his enthusiastic grin he looks more like an architect or designer than an entrepreneur.

Although he travels almost incessantly, now in the company's own Cessna jet, and gets bored if he has a holiday of more than a week or two a year, much of Benetton's success may be due to the long periods he spends thinking in the relaxing atmosphere of the villa. He has four children and drives himself in one of those bullet-proof cars Italian businessmen have to have—it came in useful last year when he managed to beat off a gang of would-be kidnappers lying in wait for him when he returned home.

Giuliana, a gracious woman of great warmth, is the brains behind the design, though she has naturally hired outside designers to help. Gilberto, who looks after finance and administration, and Carlo, in charge of production, complete the four person team that makes the major decisions and owns the company, and there is no suggestion of bringing in outside capital or going public. But last year two non-family members took senior positions—Elio Alumi, who has been with the company for years, became head of commercial planning and Aldo Palmeri joined from the bank of Italy as head of economic planning.

"The early years of easy growth are over," Benetton says. "Our efforts are now concentrated on two markets—the U.S. and Japan. The best prospects are in the U.S., but Japan yields the most prestige and the satisfaction of conquering a strange and difficult market." Benetton already has 30 outlets in Japan—about half of them in department stores.

In the U.S. Benetton is still going fairly slowly—"concentrating on the quality rather than on the quantity of our presence at this stage."

In Britain the Benetton treatment has been applied to Hogs of Hawick, a prestigious but failing Scottish knitwear maker which Benetton bought in 1981. Its plant has been modernised, its designs sharpened up and a chain of shops established in Britain, Italy and Germany.

In Italy, Benetton is moving into shoes through its purchase of control of a big shoe manu-

## Champions in the running for the championship

TWO SETS of European management champions come to grips with each other in London today in the final of the 1983 UK National Management Game.

One is a team from Rediffusion Radio System which took the 1982 UK title before winning this year's European event. The other is a private entry by three former European title-holders—John Chappell, Paul Webb and Geoff Brown. They are joined in the four-team UK final by sides from M and G Investment Trust and Watney's at Morlake, the only other survivors of the 680 teams which entered the national championship when it began last February.

The computer-based contest has been sponsored since 1970 by the Financial Times, ICL and the Institute of Chartered Accountants. The CIB and the Institute of Directors are asso-

ciate sponsors. Besides various trophies the winners will collect £2,000. The three runners-up will receive £1,000, £700 and £500 respectively.

A second team from Rediffusion will also be in action against players from National Westminster Bank and GKN in the final of the Management Plate competition for teams knocked out of the championship proper in the first round. The Plate prizes are £750, £500 and £250.

The 1984 UK contest will begin almost immediately with entries closing on November 4. Would-be champions should contact Tony Etchells, the National Management Game administrator at ICL, Sevenoaks, Kent, TN38 8JF; telephone Windsor 63101. The entry fee is £20 plus £12 VAT.

Michael Dixon

## Management abstracts

The married executive, A. Cox in Across the Board (U.S.), January 83. Looks at business attitudes towards marriage. Finding that the male executive is expected to be married (and, if he wants a divorce, had better have it young), but that no equivalent expectation exists for the female executive; sees signs that middle managers are now more inclined to take wives' careers into account, but reports that a sizeable—and aggressive—minority would not let that stand in the way of a relocation.

The additional information content of earnings reports, W. S. Hopwood in Journal of Accounting Research (U.S.), Autumn 83. Reports on an empirical study into the usefulness of quarterly information and finds that such information improves significantly the ability to predict annual earnings.

Towards quality standards for committing assignments? A. J. M. Wieringa in De Accountant (Netherlands), January 83 (in Dutch, English version available).

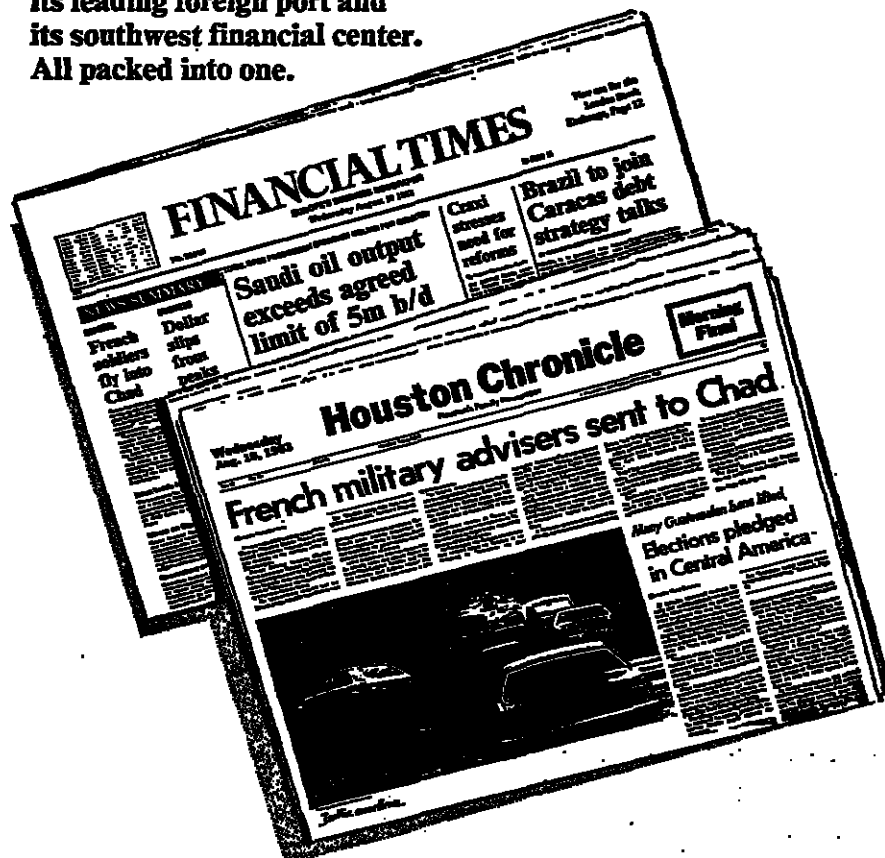
Reports on progress towards the development of quality control for consulting assignments. Suggests which aspects need considering—maintaining that each and every assignment has four phases and that their recognition will, *ipso facto*, improve quality. Arrives at the tricky question of how an evaluation may eventually be made, seeing that clients may accept advice for the wrong reasons.

The corporation as art collector, R. Burger in Across the Board (U.S.), January 83. Examines reasons why companies choose to build up art collections, and quotes examples of acquisition policies; warns of pitfalls—like letting the chief executive's wife make the choice, and discusses how an art adviser can be used.

These abstracts are condensed from the abstracting journals published by Ashar Management Publications. Licensed copies of the original articles may be obtained at £2 each (including VAT and p+p; cash with order) from Ashar, PO Box 25, Wembley HA9 8DL.

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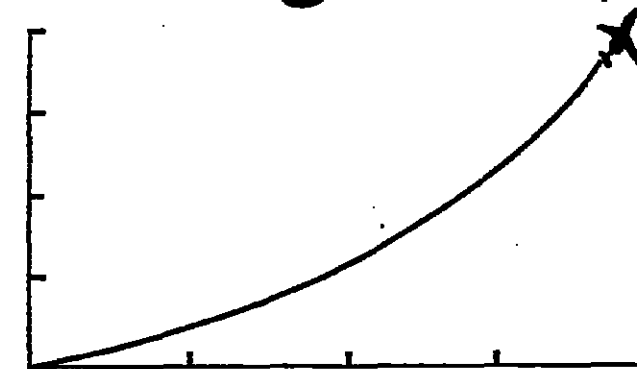
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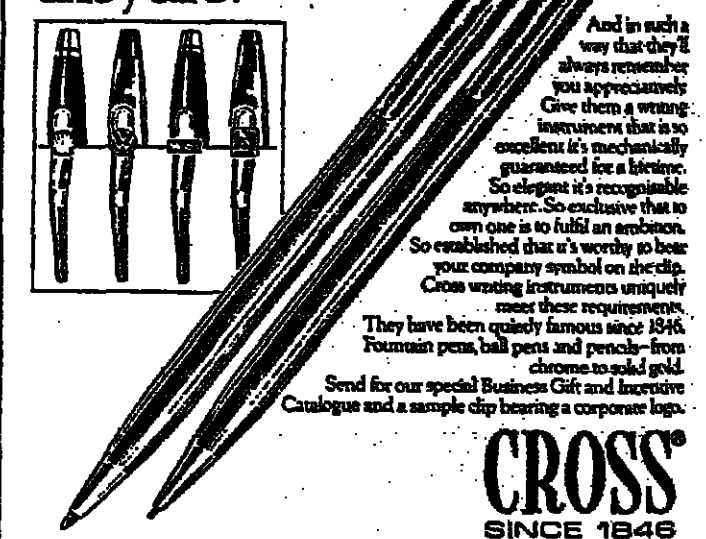
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## THE ARTS

## Architecture

Colin Amery

## Enigma of South Kensington

In 1976 His Highness the Aga Khan established an award for Architecture to encourage an understanding and awareness of the strength and diversity of Muslim cultural traditions and to indicate ways in which these traditions could combine with an enlightened use of modern technology to produce good contemporary architecture.

By the end of this year a major London institutional building commissioned by the Aga Khan will be open and functioning in South Kensington—the Ismaili Centre on its island site opposite the Victoria and Albert Museum.

As the scaffolding disappears and the angular shape of this new centre emerges as a striking part of the London scene many questions are being asked and instant judgments are passed. It seems to me that before the doors are declared open officially is a good moment to try and explain the origins of what appears to be a rather hermetic and enigmatic edifice. Once the origins are understood in the light of the client's elevated attitude to architectural patronage a fair-minded architectural assessment can be made.

There has been an Ismaili Muslim community in Britain for the past half century. It has grown rapidly as colonial empires have waned and a

sudden and large increase in numbers came about because of the expatriation from Uganda under the Amin regime. The Ismaili community has several centres in this country but the South Kensington one is the first to be purpose-built.

It is best described as a place of gathering and worship. Behind those granite clad walls (starting at the top) is a roof garden surrounded by council rooms and meeting rooms; on the second floor a large prayer hall for 1,200 people; below that a social hall which is approached from the ground level via a series of spacious

halls and staircases. The architects for the centre are the Casson Conder Partnership, the two partners in charge, Neville Conder and Kenneth Price. Much of the interior design is the work of Karl Schlamminger—a German-born Muslim designer.

First it must be said that the Community chose a difficult site. It is an island alongside one of the noisiest and busiest roads in London and surrounded by a rich and important collection of London architecture.

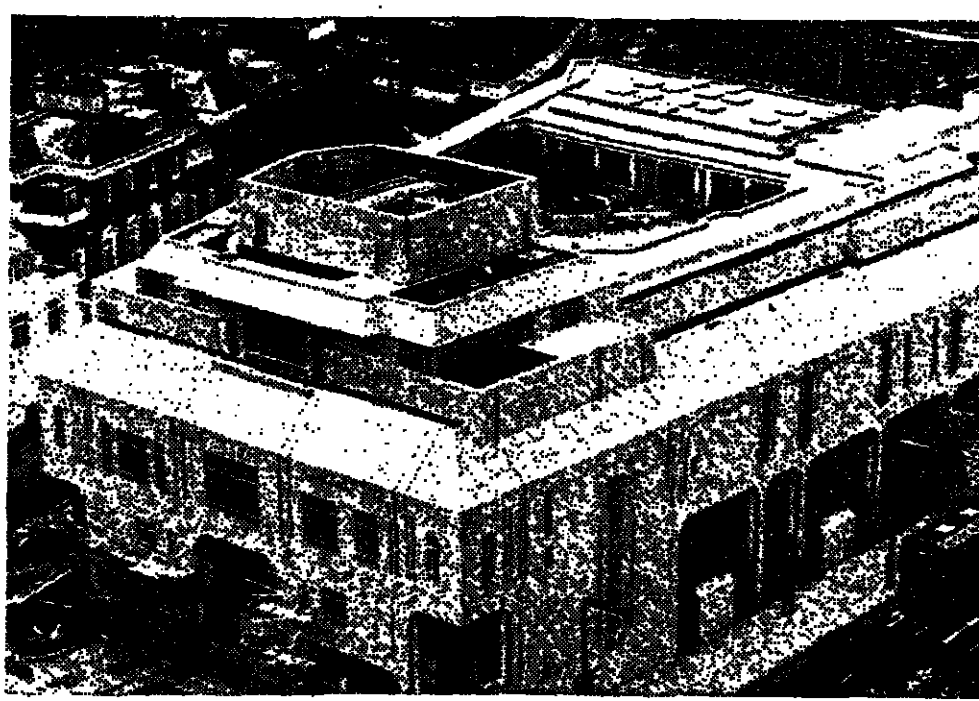
The form is simple, the height determined by the neighbours and the blankness of the facades made inevitable by the fact that this is a sealed and air conditioned black—practically no

noise penetrates the interior. The Aga Khan Award makes a great deal of the need for Islamic architecture of today to refer to the Islamic tradition, but the Aga Khan himself has written: "Surely we do not expect of contemporary architects copies or imitations of the past, and this new centre makes on the outside few concessions to the past or to its neighbours."

It has hints of Moghul chattris (protecting sloping corners) in its roofline and the dark windows with their bevelled glass that catch the sunlight suggest the jaalis of mosques (pierced screens that diffuse sunlight).

The thin blue line of Brazilian granite is an indicator of the blue tiles within, and a linear hint of the geometric patterns of Islamic tilework. In spite of these rather oblique references to a more glorious tradition the exterior of the centre is not a visual delight. There is a disturbing feeling of top heaviness—of a great load being supported by weak legs. The use of a highly polished granite cladding emphasises the bulk of the form.

The interior is more successful than the outside. The entrance hall is cool white marble, a flowing water sculpture in blue granite and a calligraphic inscription instil an immediate



The soon-to-be-completed Ismaili Centre, seen from the windows of the V &amp; A

sense of other worldliness. Stairs and halls on the way up to the prayer hall are agreeably spacious—colours predominantly white, cream and blue. The prayer hall itself (interior by Karl Schlamminger) tiled walls with random marble slabs and low-level mosaic lamps, has a suitably calm quality but it was disturbed for me by the crossword puzzle checkerboard tile patterns.

The top floor has at the centre the small garden flowing with

water well landscaped by Sasaki Associates and the late Lanning Roper. The ceiling of the Council Room and the reading room are the most intricate and suggest the honeycombs of Isfahan with some success.

The Ismaili Centre begins the dialogue between Islam and the West—its reference and symbolism are the outward signs of the debate between the tradition and the present. It is an unresolved dialogue—as revealing of the gaps in our under-

standing of other cultures as it is revealing of the architectural uncertainties of the modern West.

To judge a major new institutional building takes time, this prominent enigma is no exception. Much of the debate that accompanies the Aga Khan Architecture Award is about the search for new forms: in South Kensington we can see the contemporary architectural dilemma not just writ large, but built.

## Elliott Carter/Elizabeth Hall

David Murray

No venerable composer with an important anniversary coming up should fail to produce enough music suitable for the London Sinfonietta. They are the nonpareil of birthday caterers, as they proved again on Friday when they anticipated Elliott Carter's 75th by a few weeks. (He will be home in New York on the actual birthday, which he shares with Berlioz—a pleasing coincidence: though Carter is just one day junior to Olivier Messiaen, analogies with the old Romantic revolutionaries are much easier to conjure up than with the grandiose modern mystic.)

Before the concert, the composer talked informally on stage about his career. Interesting to learn that when he was first drawn to music, only the newest music attracted him (he had Charles Ives as his avuncular guide); and that his "neo-classical" pieces of the 1930s and 40s resulted from a deliberate intention to write accessible music in an American idiom; and that jazz is somewhere at the bottom of his music still.

Excellent as arranged, the Sinfonietta programme began with the Eight Etudes and a Fantasy 1950, bright little studies for woodwind quartet that grew out of a Carter class in orchestration. They are heard fairly often now, but I haven't heard many of them—particularly the agile sixth and eighth Etudes—delivered with the panache of the Sinfonietta team. They made a perfect introduction to Carter's kind of inventive polyphony.

Oliver Knussen conducted the rest of the programme, which continued with the song-cycle after Robert Lowell, in *Sleep, in Thunder*, after the song-cycle commission. (It gets a Barbi-

performance at lunchtime today, along with Mozart's E-flat Serenade for winds.) As in the 1975 cycle *A Mirror on which to Dwell*, Carter simplifies his polyphony—relatively speaking—to favour the singer; there are succinct, suggestive harmonies, always marvellously spaced, and speaking obbligato solos for various instruments. There was a splendid trombone in "Dies Irae," and a brass trumpet cartoon of the operatic soprano in "Across the Yard."

These are pithy songs, strongly felt and sharp-cut. The tenor Martyn Hill was exact and objectively dramatic; though he essayed the occasional passage in American, his very British consonants sometimes made small fractures in a legato line. Otherwise he had the right poised energy, as did the soprano Lucia Meeuwssen in *A Mirror on which to Dwell* after the interval—almost too forceful in the higher register, but full of musical conviction and close sympathy with Elizabeth Bishop's wry lyrics.

Here Kargel realised the delicate subtleties of the orchestral part still more confidently than the bold strokes of the newer cycle. He led a most exciting performance of the 1961 Double Concerto for harpsichord and piano, each with its own chamber orchestra. Not only were there alarming rapid runs, with different rhythmic currents boiling along simultaneously, but knotty problems of balance: the solo instruments—John Constable and Ian Brown were both brilliantly alert and imaginative—of course have unequalled ear for ear met the challenges triumphantly.

## The Ring in London and Cardiff

Last weekend, two national opera companies launched the first parts of their Ring cycles. The Welsh began, on Friday, at the beginning, with *The Rheingold*; the English on Saturday started with *The Valkyrie*; privileged opera-lovers could thus compose for themselves a handy Ring first half.

Both works are played in Andrew Porter's translation; both are conducted, produced, and designed by young teams tackling opera's mightiest task for the first time.

Several other similarities of approach tell us, between them, much that is significant about the ethos of contemporary Wagner performance in both its international and its national aspects. The figure of Reginald Goodall, greatest living Wagner conductor, bulks large in the background: conductor of the last (and first) ENO Ring, and intended conductor of this first ENO one (it is hoped he will be sufficiently returned to health for the February *Valkyrie*), Goodall has in the last decade or so instilled into the British Wagnerian consciousness an ideal of the music made in broad, spacious, lyrical, and above all an unbroken whole. This ideal obviously influences strongly both London's Mark Elder and Cardiff's Richard Armstrong.

The influence is still to be observed, the style made a personal imprint of performance: these were, frankly, two of the most ponderous Ring readings of my experience. The Cardiff *Rheingold* lumbered on a feet of lead—well after the opening, when the "cusp" configuration of the New Theatre could be used to supply a handy excuse for the total absence of hazy E-flat enchantment, the score doggedly refused to come to life.

In Mr Elder's account of *The Valkyrie*, at least until a third act that began to discover at last some buried resources of colour, warmth, and buoyancy, slow tempos seemed to have

been arrived at for largely didactic purposes, to point up motives (as in the grandiose Act 2 opening) to secure structure. Heaviness was countered in Act 1, by impassioned and lyrical singing; as, in Act 2, passion and lyricism were much less in evidence, it reigned almost unchecked.

I begin with the conductors out of necessity, for in both instances I was made sharply aware of just how directly their increased mastery would lead to a less qualified response to the stagings they were conducting. For both David Pountney's (ENO) and Göran Järvefelt's (WNO)—are modern re-interpretations of the myth in a visual language notably particular and "partial," much (though differently) to the currently fashionable post-Cheraz mode, both demand the impetus of much greater musical confidence if their intentions are to be communicated more clearly.

Even as it stands, the ENO *Valkyrie* (nubly in the hands of the unwell Linda Ether Gray) holds the far more substantial promise of eventually pulling together. It evinces a sense of Wagnerian scale (and this is key to a question of the dimensional differences between the Coliseum and the New Stages). Maria Björnson's Act 1 set, a 19th century parlour intruded upon by a central staircase and a giant tree, establishes instantly a poetic coherence of imagery that stills prosaic doubts.

The central act, a vast library setting enclosing a mobile crucible of action in which the fugitive siblings play out their drama, proved more problematic (and, on Saturday, troublingly creaky and crude in lighting plan)—a collage of stimulating reference points whose corporate purpose remained obscure. At the juncture, and given the general roughness of the stage management, it is permissible

to wonder whether Mr Pountney's whole scheme does not run the risk of dominating by its technical wizardry (later on such doubts may well resolve themselves). Once again, a modern Ring leaves me lumbering for a stronger impetus of Wagner's immense physical and spiritual Wagner enclosed and therefore, to some degree, constrained.

Against this complicated, intricate, and fascinating background, a foreground drama of admirable fidelity is enacted. Act 1 is a wonderfully naturalistic (bar a few episodes) simple narrative unfolding, with Alberto Remedios' Siegmund at his most lyrical, Willard White a Hundung of tremendous menace, and Josephine Burrows an intense, vocally distinctive Sieglinde of remarkable power and freedom (Miss Barrow must now pare away her moments of fussiness).

Anthony Raffell's first London Wotan is, thus far, not much more than a strong, not very eloquent, but solidly about the sage, and Marie Ward Segal's substitute Brinnhilde offered a brave but faint sketch. Sarah Walker, apart from some clouded tone is high phrases, throws out, Erik's phrases with splendid tranquility; the team of warrior maidens is excellent.

I have left myself little space to go into the *Rheingold* staging. Intentionally, for by and large it seemed to me to lack the dramatic, ragged, or secondhand, ineffective, or just plain silly Wagnerian notions—that to dwell on them would be to rub salt in every wound. Dullness is the order of the day—and, vocally, with the exception of Anne Collins, Anna Williams-King, and Nigel Douglas as the warty, rather dry Loge, the cast is notable for its various kinds of inexperience. This may seem a brutal dismissal; and when the WNO comes to London in December, that may be time for a second appraisal.

MAX LOFFERT

## Maydays/Barbican

Michael Coveney

David Edgar's magnificent new play for the Royal Shakespeare Company is an epic, brilliantly plotted piece of writing that takes revolution as its theme and the particular fate of three characters as its subject. For a start, Ron Daniels' production is a suitably organised panorama moving in and out on efficient trucks as the landscape shifts from military barracks in Budapest during the 1956 uprising, to a stunning set in a Californian railway line during the anti-Vietnam demonstrations of 1967, to a series of acidly observed bottle parties and North London kitchen cabinets of the mid-1970s.

Jeremy Crowther is an intelligent academic who wishes to be a writer; he is in the red and in Spain during the 1930s; his pupil, Martin Glass, is a vicar's son who becomes a Trotskyist after sporting a CND badge on his school cap; and Pavel Lermontov is a Russian officer in Hungary who is thrown into a labour camp for starting a petition in Moscow 12 years later as the tanks roll into Prague.

Arriving in England as an ex-pellee, Crowther is adopted by the Establishment as a stick to beat the soft left. At a smart banquet in his honour, Lermontov throws away the cards of his prepared acceptance speech and demands those who applaud resistance as long as it is not too near home. Two things here: an audience will ponder Solzhenitsyn's guru status on the British right and Mrs Thatcher's erstwhile support for Solidarity.

More successfully than any other recent British play, *Maydays* wrestles with the undeniable fact that liberty to say what you like is not quite the same thing as political liberation. It does so in no fatuous or pea-brained manner, but by charting how exactly comrades talk to each other, how the

splinter groups of the left sink in a comic quagmire of rival slogans, vendings, and how Martin Glass travels through the 1970s to become a well-boiled right-wing propagandist ready to expel the Greenham Common women from his patch by the U.S. Air Force base.

Anyone of my post-war generation will immediately recognise and enjoy the glancing ties of speech, references, above all, perhaps, the easy manipulation of political texts in mundane social intercourse. A row over the purpose of the Socialist Vanguard movement is punctuated by an Islington communist firing in a rage those who have appropriated her half a grapefruit. Martin, on the eye of his 30th birthday, literally dries up in mid-cathartic flow. His best friend, after a classic "situationist" oration is carried off by the police in a flurry of searchlights and revealed as a foolish Angry Brigade bomber.

Lenin is quoted as saying that all revolutions should be festivals, but Lenin also realised that for the people on the ground, at the time, the consequences could be catastrophic. The play does not glibly celebrate revolution, but points up a few of the myths attendant upon it.

One of these is that a sort of happy bombast will suffice when you confront the major issues of the world. Nowhere is a sadness at this falling more marked than in a remarkable speech, delivered by Don Fellows, about the betrayal of an immigrant American generation by the flip stances of their children. Mr Edgar also writes a particularly good scene for Martin and his mother in the village of Christmas time which catches exactly the pain of family fall-outs as children grow up and parents remember an ideal, former cohesiveness.

All along, John Gunter's design is effective on the large-scale but equally fine on detail. Malcolm Storey as a charismatic Socialist Vanguard leader has the right leather jacket; demins, donkey jackets and woolly hats covered in badges are the English equivalent of hippy headscarves in California. We know exactly where we are with references to the miners' strike, the electricity cuts, Nixon's declaration on the soundtrack of the Tet offensive.

The central trio are superbly played by Antony Sher as the cunningly rakish Martin, John Shrapnell as Crowther who leaves the Party after Hungary, and Bob Peck as Lermontov, adjusting his fluent "English" to a faltering "Russian". English the minute he embraces his fiancée, and after a Frankfurt airfield.

Mr Edgar, who adapted Nicholas Nickleby for the RSC, has returned to top form in his original play since *Destiny*, which was just as even-handed and objective an account of the English right and racism. The evening is one of high sensual excitement that is guaranteed to set you talking—if not about your generation, then at least about the broader issues it so triumphantly raises.

## Chamber Music season starts

The later works of Beethoven provide the theme for the new season of the London Society of Chamber Music.

The programmes, presented at the Wigmore Hall, from this month to May 1984, feature 16 variations for flute and piano and some small pieces for piano, some of which were written in friends' visitors' books.

Flautist Susan Milan, Bernard Roberts, the pianist, and the Delmé Quartet are among the musicians taking part.

## Hans Heiling/Wexford Festival

Ronald Crichton

The 31st Wexford Festival opened on Thursday. True to form, the town's friendliness for the weather. "Soft Irish rain" said a consoling voice in the darkness, but one felt softness was not enough by itself to bring one dry on foot to the tiny Theatre Royal that for two weeks or so becomes Wexford's resounding hub.

True to form again, the proceedings opened with an opera respected in theory but in practice little known outside its own country. Marschner's *Hans Heiling* is a cornerstone of German musical romanticism. Wagner was chorus master for the first production in 1853. This music marked him as Weber's had marked Marschner. *Hans Heiling* is a strong piece needing no apology.

Eduard Devrient's plot is more interesting than many concerning with the impact of the supernatural on human life. Hans Heiling, ruler of the earth spirits, roams the world and falls in love with a simple peasant girl, Anna. In spite of the pleadings of his mother the queen he goes back to win Anna from her betrothed, the huntsman Konrad. Out of his element things go wrong for Hans-Anna, tormented by suspicions of evil and visions of wealth, is torn between the two claimants for her heart. The queen returns to his realm, but one does not feel that Anna and Konrad will be happy ever after.

Modern producers seem shy of operatic romanticism of the extreme kind and search for marked discrepancy between the programme synopsis and what is seen on the stage.

king is a madman, saved at last from an impossible situation by a strait-jacket. We see the world through his deranged eyes. The opera reveals like a loony memory of White Horse Inn (for some reason the period is updated to the 'twenties), the men in ghoulie make-up. Given this approach, David Fielding's weirdly assorted designs may be accounted a success.

The characters are too much diminished to be convincing—Hans himself, the over-possessive queen; Anna who should rise to real dignity in her distress; her worried mother Gertrude. The opera, with the RTE Symphony Orchestra conducted with solid reliability by Albert Rosen, was performed with relentless accuracy. When Ingrid Sieger as Gertrude quietly sang and hummed the Act 2 *melodrama* which is perhaps the most original thing in the score, it came like balm.

Hans was the Russian baritone Sergei Leiferkus whose singing remarkably combines plumpness with inciseness, firmness and unsparring force. His acting is stiff. Constance Cloward, denied much chance to establish Anne's personality, sang strongly. Much the same applies to Eduardo Alvaros as Konrad. As the queen, Malmfrid Salm was imposing but shrill.

German was used. What remained of the spoken dialogue was well done but some of the sung vowels were unintelligibly distorted. Why put further obstacles before an audience already confronted with a marked discrepancy between the programme synopsis and what is seen on the stage?

## Arts Guide

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday. A selective guide to all the Arts appears each Friday.

## Music

## LONDON

Philharmonia Orchestra, conductor Vladimir Ashkenazy, Maurice Pollak, piano: Chopin Piano Concerto No 1, Beethoven Symphony No 7. (Mon) (823 3641).

From Mao to Mozart: the film made of Isaac Stern's visit to China, which delighted the critics, both music and film. Queen Elizabeth Hall (Mon) (823 3641).

Vivid Concerts, conductor Joseph Filibery, Nigel Kennedy, violin, Brigitte Loefer, cello and Paul Oldfield, double bass: Vivaldi, Bach, Haydn, Beethoven, Mozart. Queen Elizabeth Hall (Tue) (823 3641).

New Symphony Orchestra, conductor Anthony Hopkins, Anthony Goldstone, piano: Rossini, Bachmanov, Ravel, Elgar, Borodin. Barbican Hall (Tue) (836 8801).

City of Birmingham Symphony Orchestra, conductor Maxim Shostakovitch, John Lill, piano: Prokofiev, Shostakovitch, Barbican Hall (Wed) (836 8801).

Royal Philharmonic Orchestra, the Brighton Festival Chorus and Trinity Boys' Choir conducted by Sir Charles Groves as part of the Great British Music Festival series of concerts: Delius, Havergal, Tippett, Paterson. Royal Festival Hall (Wed) (823 3641).

Genialis Chamber Orchestra conducted by Genialis Jones in an all-Bach programme. Queen Elizabeth Hall (Wed) (823 3641).

Goldsmiths Choral Union, Musicians of London, conductor Eric Wright. St. Pancras Church, Mass No 2. Barbican Hall (Thurs) (836 8801).

Thomas Melchior piano recital: Mozart, Beethoven, Brahms, Chopin. Queen Elizabeth Hall (Thurs) (823 3641).

## PARIS

Alain Vanzo, tenor, Martine Manquellin, soprano: Delibes, Gounod, Bellini (Mon 8.30 pm). Barbara Hendricks, soprano, and Orchestra de la Chapelle de la Savoye, Claire Ghauch: Mozart, Samuel Barber (Mon 8.30 pm). TME-Châtelet (823 4444).

Richard Sakita, piano recital: TME-Châtelet (823 4444).

Ensemble Orchestral de Paris, conducted by Hironymus Ivaldi, Olivier Charlier, violin, Christiane Eda-Pierre, soprano, Christian Ivaldi, piano: Haydn, Mozart, Strauss (Tue, Thurs) Salle Gaveau (863 2030).

## NEW YORK

New York Philharmonic (Avery Fisher Hall), Zubin Mehta conducting, James Vandemark, double bass, Harvey Fittell, saxophone, Debussy, Menotti: Double bass Concerto (world premiere) (Tue); Zubin Mehta conducting, Aurora Nello-Ginsberg, cello, Kathleen Battle, soprano, Bach, Ginastera, Webern, Mozart (Thurs), Lincoln Center (874 2424).

Baltimore Symphony (Carnegie Hall), Sergiu Celibidache conducting, Salvatore Accardo, violin, Women's Music Ensemble, Bruch, Holst (Wed), (247 7450).

Chamber Music at the Y (Knickerbocker Hall), Jaime Laredo, director, Schu-

bert Weber (Tue, Wed), 92nd & Lexington Ave. (827 4410).

Merkin Hall (Goodman House): Joseph Kubera, piano recital. All-Caps, programme (Mon); David Holzman, piano recital. Schubert, Greenbaum, Wolpe, Boucourechliev, Martino (Tue); Forerunner Musics, Colin Timney, harpsichord. All-Freedom programme celebrating the 40th anniversary of the composer's birth (Wed); Jack Reilly, Lloyd Moss, piano and poetry recital (Thurs), 67th W. of Broadway (282 9719).

Washington

English Chamber Orchestra (Concert Hall): Rossini, Beethoven, Delius, Haydn (Mon). Kennedy Center (245 5770).

National Symphony (Concert Hall): Meisler, Rostropovich conducting, Carter Brey, cello, Oratorio Society of Washington, Rossini, Schumann, Dvořákman (world premiere) (Tue, Wed, Thurs). Kennedy Center (245 5770).

Chicago

Swedish National Orchestra of Gothenburg (Orchestra Hall): Neeme Jarvi conducting, Birgit Finnila mezzosoprano, Alfvén, Mahler, Schubert (Tue), (435 8111).

Brussels

Belgian National Orchestra conducted by Georges Octave with Isabelle Flory, violin; Saint-Saëns, Roussel (Fri, Sat) Palais des Beaux Arts. Email and Elena Gile, piano: Palais des Beaux Arts (Tue).

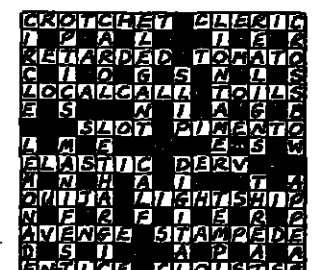
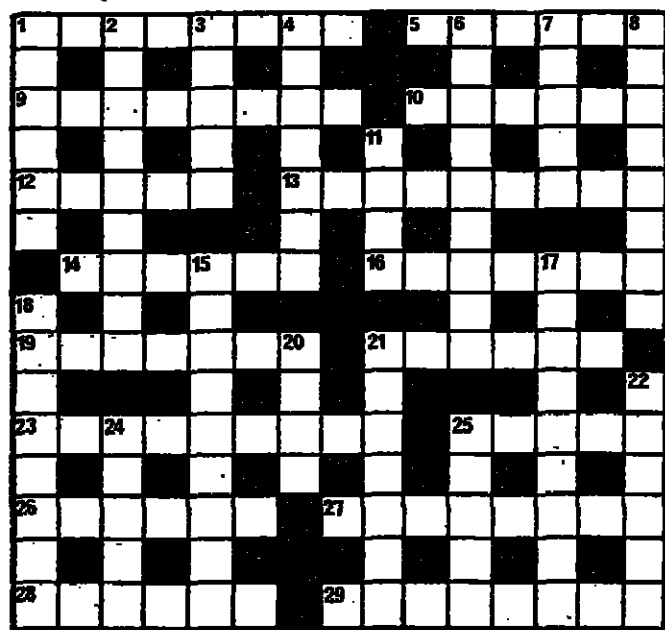
## F.T. CROSSWORD PUZZLE No. 5250

## ACROSS

- Inquisitive about the tank and soldiers (8)
- Enters the office uninvited? (6)
- Sharp decline in air traffic (4-4)
- Painter is about or in disguise (6)
- Conclude there's no getting away from Hades (5)
- Exaggerated account discredited (8)
- Pieces of eight (6)
- Tidied up? No, down! (7)
- Tour too complicated to get rid of completely (4, 3)
- Biblical head-hunter (6)
- Article with which I'm in full agreement (9)
- Law-abiding company? (5)
- Letting the telephone sound after a call for attention (6)
- Incorrect kit means trouble (8)
- Doesn't go in for reducing, like push people (6)
- Honestly in distress, but trying to avoid publicity (2, 3, 3)

## DOWN

- Its lead decreases and it often draws (6)
- Proved to be Latin topics of a sort (4, 5)
- It counts as a hazard for rambblers (5)
- People won't be satisfied with this description (7)
- Hurry to water a plant (8)
- Name a girl had been given, perhaps, or had changed (5)
- Song composed about the present time (8)
- It's bound to mean a change of plea (4)
- Rational converse? (9)
- Men of the same calling (9)
- They're drunk, but game (8)



Solution to puzzle No. 5248

## International Property Review

Every Friday the Financial Times publishes a detailed review of the activities in the UK and international property markets.

Specialist FT writers look at the background to the week's headline making news, profile leading personalities and examine trends in the property development market.



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Monday October 24 1983

## Japan's trade dilemma

THE SIX-PART economic package which Japan unveiled last Friday was designed to deal with one of the most serious problems facing the government of Mr Yasuhiro Nakasone. The ¥1,200bn tax cut incorporated in the package is Mr Nakasone's fulfilment of a pledge he made soon after becoming Prime Minister last November. Since it cannot be implemented without legislation, the tax cut may also force the opposition parties to end a boycott of proceedings in the Diet begun 10 days ago after the verdict of guilty on former Prime Minister Tanaka in the Lockheed bribery affair.

The proposed ¥1,800bn increase in public works spending should prevent the public sector from exercising a negative impact on economic growth during the remainder of the fiscal year. Other parts of the package, providing for tariff cuts and cheaper import financing, are meant to convince Japan's trade partners that it is concerned about the explosive growth of its trade surplus even if it cannot do much to reverse the trend.

The package may well turn out to be successful in achieving at least some of these specific targets. However it does not mean that the measures taken on Friday will have much impact on Japan's underlying economic problems. The biggest problem is that, while exports have been growing quite strongly since the spring, domestic demand is weak and the economy as a whole is becoming dangerously dependent on the external sector.

## How to improve numeracy

EFFORTS by British ministers to promote full public awareness of the importance of the rate of inflation have little chance of success. The same applies to employers' attempts to inform their workforces of the implications of the rate of pay increases. Research has shown that six in every ten people in the UK do not understand what such rates mean. Three in every ten do not even understand simple percentages.

## Recruiting practices

Employers have long complained about the lack of numeracy in their recruits. Their usual response has been to blame the education system, and to exhort to change, so that future generations are competent at least in the fundamentals of mathematics.

Although the recent study of mathematics teaching by the Cockcroft Committee has produced a detailed blueprint for improving numeracy among children of all levels of academic ability, a system as big and complicated as education is difficult to change in the best of circumstances. Moreover, the recruiting practices of many employers help to imprison education in its prevailing largely ineffective methods.

The booklet explains, for example, the ill-effects of the increasing insistence that young recruits have a pass grade in maths at GCE ordinary level, or the equivalent. The schools tend to push the great majority of children through an O level syllabus which most of them do not have the mathematical aptitude to cope with. It contains elements such as algebra and complex trigonometry that very few even of the successful scholars will need to use in adult life. Meanwhile, alternative syllabuses tailoring mass

## Wide gap

The undervaluation of the yen, which will probably cut imports into Japan by as much as \$7bn during the current fiscal year, is the result of a wide gap between U.S. and Japanese interest rates. Japan could close this gap by sharply increasing its own interest rates but only at the cost of aborting the tentative recovery now under way in the economy. As last Friday's 0.5 per cent cut in the Bank of Japan's discount rate indicates, the government is moving in the opposite direction.

The interest rate gap between Japan and the U.S. may eventually be closed by natural forces within Japan itself. The need for the Government to borrow vast sums of money to finance the budget deficits. Until that happens other ways will have to be found of reducing the tensions caused by the growth of the Japanese trade surplus. The measures which Japan can take now are to step up overseas procurement by the Government, to liberalise restraints on farm imports and to maximise the flow of Japanese manufactured goods to Europe and the U.S. while encouraging foreign companies to expand their stake in Japanese industry. All of these steps have become urgent if Japan is to head off a crisis in relations with its foreign trade partners.

One reason why Japan seems bound to continue running up bigger surpluses is that importing

teaching to the less academic children are being dropped. A second educational bugbear is the use by recruiters, particularly in engineering and large retailing companies, of their own or commercially produced maths tests as part of the selection process.

"They are much better than we are," Roger Kubarych, deputy director of research at the New York Federal Reserve Bank's research department, remarked ruefully about the Fed's rivals from the Bank of England. At issue, however, was not which of the central banks had the best team of economic gurus for tracking down monetary targets or totting up the value of the gold hoards in the vaults in Threadneedle Street, London, and Liberty Street, New York.

Among the 17,000 athletes and hopefuls who yesterday pounded through the potholed streets of Brooklyn and Queens in the New York Marathon race were rival teams from the New York Fed and the Old Lady.

Before the race started the rival central banks of Britain and the U.S. had taken a quick look at the times of each other's runners. On the evidence they

NISSAN Motor Company, the proverbially efficient Japanese car maker, has reached a critical turning point in its fortunes.

The company is halfway through a costly but so far unprofitable drive to turn itself from a purely Japanese manufacturer with a heavy dependence on overseas sales into a multinational with plants on all five continents.

Its share of the Japanese market has, however, been slipping for the past two years, and the effects of pouring money into overseas production ventures are beginning to show up on the balance sheet.

Nissan's proposal to build a major car plant in Britain on a company which is already a multinational with plants on all five continents, symbolises both the scale of the company's vision and the lengths to which it will go to realise it.

The UK project will make Nissan the first Japanese car maker with a custom-built car plant of its own in Europe. It would also be by far the largest manufacturing investment to come Britain's way in the past few years. But it could, at the same time, put a serious strain on a company which is already stretching itself in its bid to beat Toyota in the race to become a global car-maker.

The key to understanding where Nissan is trying to go is that the company has tended to see itself as the number one manufacturer in an industry where its market share only ranks it as number two—behind Toyota Motor.

The rivalry between the two companies stretches back for decades. Nissan was enthusiastically importing U.S. technology to make cars in the 1930s when Toyota's car manufacturing operations amounted to little more than experiments conducted by a few engineers in a corner of the company's Loom works.

After the war, Nissan led Toyota by as much as ten years (according to Toyota's own executives) in the race to catch up with the Western car makers. In the 1970s it was Nissan, not Toyota, which first realised the need to invest in a new generation of front-engine front-wheel drive cars to beat

the problems posed by the oil shocks. To complete the picture of Nissan's pre-eminence it is its Chairman, Mr Katsuji Kawamata, who holds the office of Vice Chairman of the Keidanren (Japan's much more powerful and prestigious equivalent of the Confederation of British Industry). Toyota's Mr Eliji Toyoda holds only a directorship.

Mr Kawamata's role at the Keidanren and Nissan's Tokyo base have tended to give the company a bigger say in the motor industry's dealings with the rest of the Japanese economic establishment than Toyota. But all the prestige points have never quite made up for the fact that, while Nissan holds a 28 per cent share of the Japanese domestic car market, Toyota has maintained a share nudging 40 per cent for well over a decade.

In the high growth era of the 1960s and the early 1970s, when Japan's domestic car market was expanding by around 15 per cent a year, Nissan could possibly have overtaken Toyota by simply investing in expanding production for the home market.

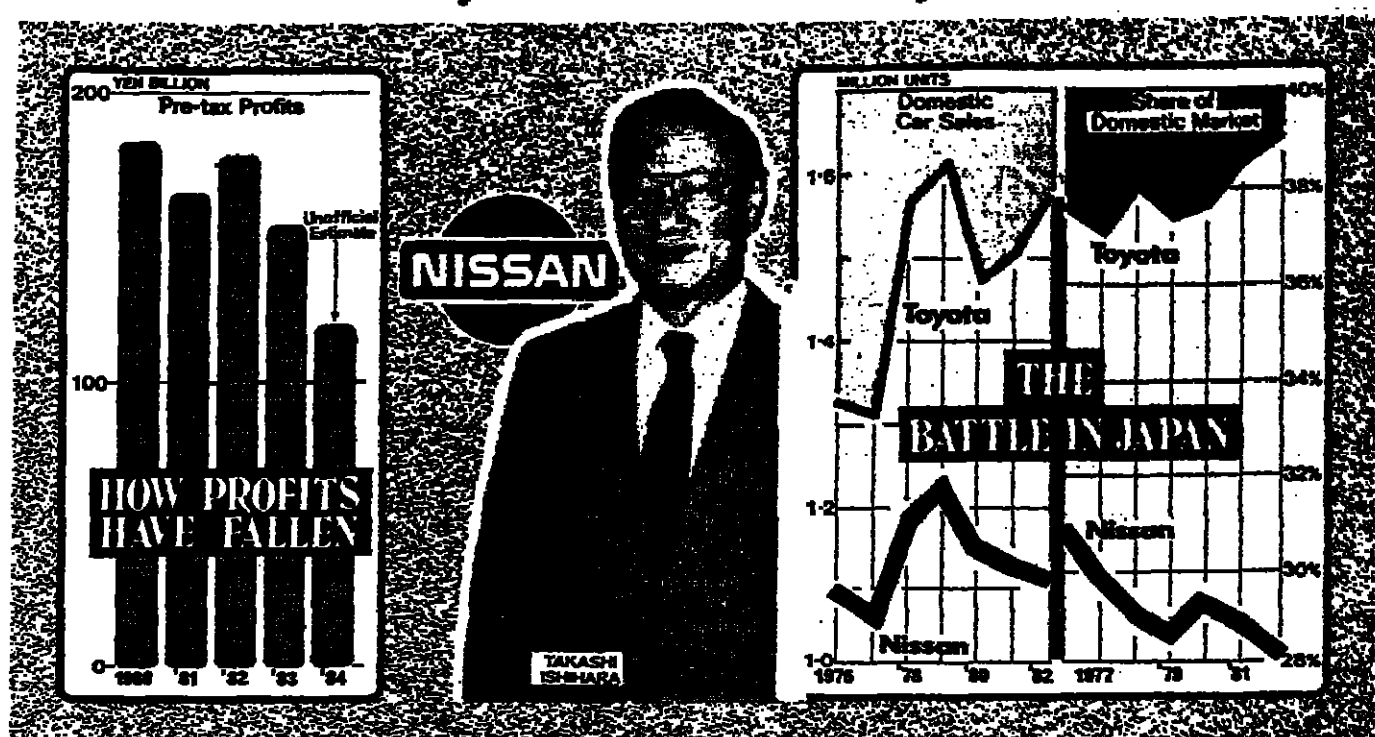
MR ICHIRO SHIOJI, the 58-year old Harvard Business School graduate who heads the Nissan car workers' union, has been described by company executives as the biggest single reason why Nissan took so long to make up its mind to go ahead with its UK car factory.

Shioji has strongly opposed the plan in its present form and says that, while he has no intention of trying to block it altogether, the venture will certainly fall without the union's blessing. One reason why Nissan probably could not go ahead in Britain without Shioji's backing is that the union would have to approve the transfer to the UK of key production staff—from foreman level downwards—to help

start up the project. Mr Shioji says that, as of now, he does not plan to give his consent to such transfers.

Shioji's objections to the UK project, at least as presently conceived, are based on what he claims to be concern for the welfare of the company as a whole, not just on concern for employment in Japan.

He says the project would lose money for at least ten years and would thus represent an unacceptably large drain on resources. He also claims that Nissan will have its hands tied if it goes to Britain on the terms proposed by the British government. The Nissan factory, he argues, is seen by Mrs Thatcher as a "model" whose main purpose would be



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## JAPAN'S CAR INDUSTRY

## Nissan races for the world

By Charles Smith in Tokyo

But this option no longer exists in the 1980s, with domestic demand for cars almost flat and with many of Japan's overseas markets putting up barriers against direct exports.

The basis of Nissan's overseas expansion programme, started after the forceful and extrovert Mr Takashi Ishihara took over as President in 1977, is that Nissan should aim to raise its world market share from 7 per cent today to 10 per cent in the early 1990s, primarily by stepping up its ability to build cars outside Japan.

Nissan executives have never put a definite figure on the number of cars the company would need to make overseas in order to reach this target, although it is believed to be between 800,000 and 1m. They have, however, revealed that the company has drastically increased its overseas investment during the past few years as a first step towards acquiring such capacity.

Nissan's overseas capital investments (as opposed to loans, which are considerably larger) expanded from ¥11.5bn in 1980 to an estimated ¥75bn

during the current fiscal year. The largest single destination for investment has been the newly opened Tennessee pick-up truck plant, which now ranks as the biggest Japanese manufacturing investment in North America.

Nissan says its overseas investment will fall next year even if work starts on the UK project, whose total cost will probably far exceed the official estimate of ¥150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas projects should start to earn a profit after three to five years—a prediction which the leader of the company's in-house union, Mr Ichiro Shioji contests (see below).

Mr Okuma estimates Nissan will have reached a point where it should be able to produce around 400,000 cars a year outside Japan by the middle of 1984 (when the Tennessee plant

achieves full operating capacity). A plant in Britain could add another 200,000 cars to this figure, leaving the company short by at least 200,000 cars of its 1990 overseas production target of 800,000 to 1m cars. It is possible, though unconfirmed, that part of this shortfall may be filled by the addition of car production lines at the Tennessee truck plant.

The fact that Nissan is having to spend a lot of money and run considerable risks in chasing its ideal of a 10 per cent world market share does not necessarily mean—even according to critics of the company's extrovert top management—that going abroad was a mistake.

But what has caused considerable eyebrow-raising elsewhere in the Japanese motor industry, and even within Nissan's own company union, is that in the process the company seems to have lost its grip on the Japanese home market.

Nissan's overall share of Japanese domestic car sales slipped by 1.2 percentage points between 1980 and 1982, and was still falling in the first half of 1983.

Even more significant than this overall downward trend is the fact that, while Nissan cars have steadily lost their own at the upper end of the market, the company's position in the vital middle sector has weakened.

Nissan's share of the medium-sized car market (roughly defined as models ranging from 1.5 litres to 2.0 litres in engine capacity) fell by five percentage points between 1981 and 1982, according to the company's newly appointed Executive Managing Director in Charge of Sales, Mr Isamu Kawai. This was partly because of the launching by Toyota of a series of new medium range models but partly also because Nissan's own new car designs failed to win favour with the public.

The loss of market share for Nissan in the middle sector of the car market—which in earlier years was an area of special company strength—is not only bad news for the company itself but also for its 250,000 workers, many of whom are in the vital middle sector.

A programme for domestic recovery was launched early this summer, and has included cuts in wholesale prices as well as a determined attempt to give young workers more say in the setting of new cars.

President Ishihara also shifted 30 members of the 80-member board in a June management reshuffle designed in part to end the engineering division's traditional reluctance to accept suggestions from sales. Mr Kawai, the key man now in charge of sales, was transferred from a production division, so engineers will now find themselves being addressed by a fellow engineer on the subject of domestic sales strategies.

The June reshuffle, followed by the launch of some successful new models during the summer and early autumn, is already putting a better complexion on Nissan's domestic market share. It fell 3.1 per cent in September and seems almost certain to go on recovering during the second half of the current fiscal year. Nissan knows, however, that it will have a long way to go to realise anything like the full results of President Ishihara's development strategy.

the problems posed by the oil shocks.

To complete the picture of Nissan's pre-eminence it is its Chairman, Mr Katsuji Kawamata, who holds the office of Vice Chairman of the Keidanren (Japan's much more powerful and prestigious equivalent of the Confederation of British Industry). Toyota's Mr Eliji Toyoda holds only a directorship.

Mr Kawamata's role at the Keidanren and Nissan's Tokyo base have tended to give the company a bigger say in the motor industry's dealings with the rest of the Japanese economic establishment than Toyota. But all the prestige points have never quite made up for the fact that, while Nissan holds a 28 per cent share of the Japanese domestic car market, Toyota has maintained a share nudging 40 per cent for well over a decade.

In the high growth era of the 1960s and the early 1970s, when Japan's domestic car market was expanding by around 15 per cent a year, Nissan could possibly have overtaken Toyota by simply investing in expanding production for the home market.

MR ICHIRO SHIOJI, the 58-year old Harvard Business School graduate who heads the Nissan car workers' union, has been described by company executives as the biggest single reason why Nissan took so long to make up its mind to go ahead with its UK car factory.

Shioji has strongly opposed the plan in its present form and says that, while he has no intention of trying to block it altogether, the venture will certainly fall without the union's blessing. One reason why Nissan probably could not go ahead in Britain without Shioji's backing is that the union would have to approve the transfer to the UK of key production staff—from foreman level downwards—to help

start up the project. Mr Shioji says that, as of now, he does not plan to give his consent to such transfers.

Shioji's objections to the UK project, at least as presently conceived, are based on what he claims to be concern for the welfare of the company as a whole, not just on concern for employment in Japan.

He says the project would lose money for at least ten years and would thus represent an unacceptably large drain on resources. He also claims that Nissan will have its hands tied if it goes to Britain on the terms proposed by the British government. The Nissan factory, he argues, is seen by Mrs Thatcher as a "model" whose main purpose would be

to prod BL into greater efficiency. Nissan would never be allowed to make more than 200,000 cars in Britain and would not gain "acceptance" as a full member of the UK industry.

Shioji believes that if Nissan decided to make passenger cars in the U.S. it would be allowed a much freer hand and would even be free to "defeat" Ford or Chrysler. He rejects the claim of Nissan's top executives that a U.S. plant would have a bigger impact on Nissan's Japanese workers than a plant in the UK because its scale would have to be larger. "Anything we do in the U.S. will be over and above what the Americans allow us to export from Japan," he says.

Behind Shioji's objections to the UK project lies a personal rivalry with Nissan's President, Mr Takashi Ishihara, that has deep roots in the company's post-war history.

In the early 1950s Shioji, then a young member of Nissan's personnel department, co-operated with some of the company's senior executives in a successful attempt to break Marxist control of the company's workers by setting up a new anti-communist union.

Shioji became president of the new union in 1962 while his former boss in personnel, Mr Katsuji Kawamata, became president of the company. The close relationship between the two men gave Shioji a unique say in Nissan's management during the 1960s and early 1970s.

In 1972, however, Kawamata moved up to the less powerful post of chairman and in 1977 the forceful and independent-minded Mr Ishihara took over as president. Ishihara has tried to restore what he sees as management's right to manage during his six years in the presidency, but has paid the price of worsening relations with labour—including occasional stoppages at some of Nissan's Japanese factories.

The UK project, which began as very much Mr Ishihara's personal idea, has become a test of the two men's ability to get their way, with Shioji effectively demanding a revival of the traditional consultation procedures between labour and management as the price of his assent. The fact that Mr

of their owners, or the rental companies.

Robert Leigh, managing director of Electron House, of Orpington, Kent, an electronics distribution group, reckons the thermionic valve market, although declining year by year, will provide excellent business for his company for several years to come yet. Meanwhile, the growth side of his company (The House of Power, distributing electronics components to industry) is expanding at a lusty 50 per cent a year.

While House of Power develops, the old valves can still provide exciting windfalls. Leigh had some 5,000 U.S. wartime valves on his shelves of a type long obsolete. The commitment was forgotten and rather dust until an Eastern nation sought out this special valve as a keystone of its creaking defence systems—and paid him £2 apiece for the lot.

Electron House features in a new deal arranged by the young development finance company Grosvenor Development Capital, of Slough, Bucks, which is busy investing in high technology £10m of funds put up by the old National Enterprise Board, County Bank, British Rail Pension Pension Fund, and Equity Capital for Industry.

Grosvenor is backing Electron House by taking a 30 per cent equity stake and providing a £500,000 total investment. In addition Williams and Glyn's Bank is putting up £250,000 of new finance in loan and overdraft facilities.

David Beattie, managing director of Grosvenor, says Electron House fits in with his spread of investments in the electronics industry.

Observer

## Men &amp; Matters

## Banks run

"They are much better than we are," Roger Kubarych, deputy director of research at the New York Federal Reserve Bank's research department, remarked ruefully about the Fed's rivals from the Bank of England. At issue, however, was not which of the central banks had the best team of economic gurus for tracking down monetary targets or totting up the value of the gold hoards in the vaults in Threadneedle Street, London, and Liberty Street, New York.

Among the 17,000 athletes and hopefuls who yesterday pounded through the potholed streets of Brooklyn and Queens in the New York Marathon race were rival teams from the New York Fed and the Old Lady.

Before the race started the rival central banks of Britain and the U.S. had taken a quick look at the times of each other's runners. On the evidence they

decided it was better to split the teams and "mix and match" their contestants with all the other runners rather than watch the British team crush the American team on their home ground. "It makes it a little bit more interesting," was the modest comment of Peter Bull, the Bank of England's team manager.

Neither side was in much doubt who would win the men's competition. "The British have a guy who is world class," said an avestruck Roger Kubarych. It was a surprise when he did 2 hours 23 minutes in the London Marathon. Peter Bull obligingly confirmed.

The women's section winner was also a foregone conclusion in the private race between the two banks. For Susan Faucher, a Fed economist, was the only woman among the 17 fast-moving central bankers competing.

As we go to press the race is on.

## Hamilton's round

For Robert MacAlister it is rather like coming home as he takes over as managing director of Hamilton Brothers Oil and Gas—a company poised to launch itself into the North Sea's next round of development in smaller and marginal fields.

MacAlister, who takes over from the ex-Amoco veteran oil man Ian McCartney, has been absent from the North Sea for five years following his rather abrupt departure from his job as head of Occidental's London operations.

There was nothing wrong with his performance at that time. Indeed he had supervised the bringing onstream of the first big British fields after Forties—Paper and Claymore. MacAlister's indiscretion—

and even that is a strong term in the circumstances—was to coincide with the National Oil Corporation and the Labour Government of the day rather too publicly.

At Hamilton, MacAlister expects the company's future developments in the North Sea to match the Piper and Claymore fields but, as he explains, "on a somewhat smaller scale" of a number of developments rather than equalling the individual sizes of those two big fields.

As for the tax and policy regimes he criticised so openly in the past, he is reserving judgment while he returns his thoughts to the North Sea.

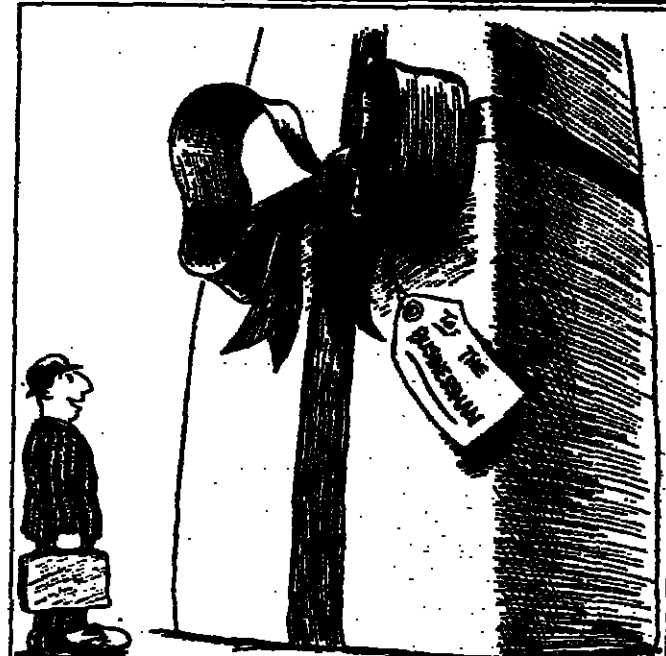
## Tory trials

Among the lesser burdens of state with which British Cabinet ministers have to cope are those lunches with Conservative women's groups. It is not the company about which the ministers complain, it is the food.

According to Tom King, shortly after he was appointed Employment Secretary, he was faced by a particularly indigestible meal. But his pain was considerably relieved when one of the Conservative ladies complained loudly: "Madam chairman, the food today was absolutely disgusting and I intend to bring it up at the annual meeting."

## Switched on

Like old soldiers, old television and radio sets rarely die; they slowly fade away. Which is why there is a current annual market in Britain for at least 5m glass-bottle-type valves (remember them?). They give new life to tired sets which are the pride and joy



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## Foreign Affairs: Arms Control

## Think again, Mrs Thatcher

By Ian Davidson

EVER SINCE Nato took its twin-track decision in 1979, and relentlessly since last December, the Soviet Union has been trying to use the Euro-missile negotiations in Geneva as a lever to impale the British and French nuclear deterrent forces.

The primary purpose of this play is obvious: if the British and French forces were to be balanced, under treaty restraints, against a certain number of Soviet SS 20 missiles, the U.S. would effectively be banned from deploying any comparable missiles of its own in Europe. Such a deal would be a massive first step in decoupling the U.S. strategic missiles from the protection of Europe.

Washington, London and Paris have repeatedly rejected such a deal, and President Mitterrand and Mrs Thatcher reiterated their rejection, loudly and in unison, at their joint press conference last Friday.

The purposes of their public display of unanimity were, no doubt, to show the Russians that neither government is being panicked by Moscow's negotiating ploy; to place once more before their domestic constituencies the argument that these last-ditch national deterrents are different in kind and in purpose from the SS 20s, which are only a small part of the enormous Soviet arsenal; and to demonstrate Nato solidarity as the West German Bundestag braces itself for its Euro-missile debate on November 21.

Yet at the same time, there is no doubt that the Russian negotiating ploy is being played on the Euro-missile context, and a pretty transparent one at that, has taken on an autonomous life of its own. For it has focused attention on two facts: first, that Britain and France are not participating in the nuclear arms negotiations between the super-powers in Geneva, and second, that while these super-powers are talking, or pretending to talk, about reductions in their arsenals, Britain and France are planning very large increases in theirs.

As of now, the British and French governments have tended to treat this problem as if it were not serious, or at the very least not pressing. Mrs Thatcher on Friday repeated the standard British line, that



President Mitterrand and Mrs Margaret Thatcher at their London Press conference last week

the important thing is to concentrate on getting down the enormous number of nuclear weapons held by the super-powers, before turning to the (much smaller) British and French systems; which implies that Britain need not address the issue until the super-powers have reached a reduction agreement.

President Mitterrand said that the French and British positions were almost identical; in fact the French position is even less forthcoming.

At the UN last month he laid down three conditions which would have to be fulfilled before France would agree to join negotiations with the other four nuclear powers. Not merely did he demand an agreement on equal conventional forces in Europe and a ban on anti-missile and anti-satellite weapons, he even required "a correction of the fundamental differences, quantitative and qualitative which separates the weapons of the super-powers from those of the other countries."

The trouble with the first condition is that Mutual and Balanced Force Reduction talks (MBFR) have dragged on (Vienna for over 10 years without result. The trouble with the second is that President Reagan is enthusiastically exploring the possibilities of hi-tech anti-

missile weapons. The third would involve increases or reductions in national arsenals of a magnitude that is not on anyone's agenda.

Yet simply to pose tough preconditions in this way is almost certainly an inadequate response to the Soviet negotiating tactic. President Mitterrand came very close to admitting as much on Friday, when he warned that the Russians would use the British and French systems as an excuse for deadlock in the Geneva talks.

It may be, indeed, is, wholly inappropriate that the British and French forces should be bargained in the Euro-missile talks. But it is not at all satisfactory for Nato that quite large numbers of European citizens, desperately worried by the prospect of a nuclear war, should be fastened on to the idea that Britain and France are somehow to blame.

It is not at all clear whether Soviet manipulation of British and French nuclear numbers is just a negotiating ploy, or whether it is also an indication that these systems are a serious object of concern to Moscow. Certainly, in the first SALT negotiations, the Russians tried to get a handle on the British and French systems.

There have also been indications that the Russians are concerned that they are con-

fronted by four nuclear powers, all hostile.

A valid assumption to proceed from, according to Col Jonathan Alford of the International Institute for Strategic Studies, "is that the Soviet Union is serious to this extent: that the exclusion of British and French nuclear forces from all arms control negotiations is now unacceptable."

The two governments," he says, "in an article in the current issue of *International Affairs*, 'must go much further than they have done so far to demonstrate an arms control policy that makes sense to their country, to the rest of Europe, to the United States and to the Soviet Union. If they do not, they will come to be seen as one of the obstacles to agreement and thus come under great political pressure from all sides.'

Col. Alford does not suggest that Britain and France should join the super-powers at the strategic arms negotiations in Geneva. Instead, his recipe is that they should now—quickly—prepare for unilateral public commitments to place limits on their warhead numbers if the super-powers do the same, to reduce these ceilings if the super-powers reduce theirs.

Dr David Owen, leader of the Social Democratic Party, has also argued the case for British participation in the arms control process. In a speech last week to the Royal United Services Institute, he urged that the UK should negotiate a warhead ceiling for a minimum deterrent, either as part of the Geneva talks or in a bilateral deal with the Soviet Union.

The objections to the Thatcher-Mitterrand position are more serious. It may be true, in theory, that a British-French contribution to the arms control talks or in a bilateral deal with the Soviet Union, at the end of being contingent on an agreement between the super-powers. But the West needs progress in arms control, not as a favour to the Russians, nor even because there is any immediate threat to the stability of the nuclear balance, but in order to calm the controversy over defence posture which has already produced a yawning fissure in the traditional German consensus.

There is nothing to be lost, and a lot to be gained, from voluntarily placing limits on our nuclear arsenal, instead of waiting until it is dragged out of us.

## World Computer Markets

## How the king is tightening his grip on the throne

By Alan Cane



IBM has now given the clearest possible notice of its intention to continue to dominate—totally—the world of business data processing.

Last week's announcement began innocuously enough: "Office system enhancements," it read. "New more powerful personal computers." Yet before the end of the second line, everybody in the computer industry knew that "Big Blue" had done it again.

What IBM, eighth in the Fortune 500 with a turnover last year of \$44bn, had done was to announce two new personal business computers just when everybody was expecting it to unveil its new low-priced home machine. In so doing it has dealt the rest of the computing world a blow from which it will be exceedingly difficult to recover.

That single announcement from the company's Rye Brook, New York, offices, spelled out the scale of the defeat now facing its principal rivals in the personal computer business, wrong-footed many of those whose job it is to predict the moves of the world's computer giant and made it clear to the business world that it was getting its information technology in the future primarily courtesy of IBM.

Over dramatic? Well, consider these comments from industry specialists: "There is no reason to think about anybody else's hardware," says one. "Now there is no excuse a manager can give for not using IBM hardware," says another.

## The assault came in two devastating waves

This is why, by now, it must be clear to everyone that something is up in the professional personal computer (PPC) business. On the one hand, the PPC—which gives a new kind of desk-based power to the executive—has been hailed as the business machine of the future, with more than 150 manufacturers feeding a market growing at over 50 per cent a year.

But on the other, many of those manufacturers seem to be in trouble. Take only three U.S. examples: Osborne, maker of an innovative portable machine, has filed for protection from its creditors under Chapter 11 of the U.S. bankruptcy laws. Apple Computer, once the glory of the personal computer business, is expected to continue its record this year of sharply decreased earnings. Digital Equipment, formerly the world's most important small computer manufacturer, has seen its share price plummet

"Unexpectedly low shipments of personal computers" is the company's official reason.

Meanwhile IBM will have 30 per cent of the world market for PPCs by the end of this year, its Personal Computer (PC) is thought to account for as much as 5 per cent of its revenues.

Some have likened the situation to the motor industry in the early part of the century with a few massive groups emerging from a motley collection of small manufacturers. Every body agrees that the personal computer business is at the beginning of just such a shake-out; what makes the story different is the dominance that IBM has exerted in data processing for over three decades. The king has decided to re-establish his sovereignty.

And this time, he is leaving few gaps or market niches in which competitors can shelter. The message IBM wants us all to hear is clear and simple: if you need a personal computer on your desk, there is no need now to look further than the IBM PC, for most business uses.

IBM's assault on the personal computer marketplace came in two devastating waves. The first, the launch of the PC in 1981, took customers, in the words of Mr David Crockett, president of Dataquest, the international consultancy, "from confusion to safety."

IBM will dominate business all right! Business managers heaved sighs of relief and bought the machine in thousands.

But the PC, good as it was, lacked desirable features which

other companies said they could provide. The ability, for example, to display more than one document on the screen at any one time—essential for report writing. The ability to "talk" directly to the company mainframe computer so that company information could be distributed to individual executives for processing on their own machines.

Computer manufacturers like Xerox with its "Lisa" and software houses like Peachtree and Microsoft were making claims to be able to give their customers these facilities, state-of-the-art though they were. This was their rationale for survival.

In Tuesday's announcement IBM claimed its new machines could display up to seven separate documents and talk happily to IBM mainframes—all for between \$5,500 and \$9,000. At a stroke, IBM had made the most advanced personal computing techniques merely commonplace—and at a price well below that of the competition.

Mr John Sculley, president of Apple, muses: "We were perhaps naive in thinking we could go head-to-head with IBM in the corporate market. At no cost will it let anyone else get on to that desk top."

Even IBM's choice of name—the 3270 Personal Computer—ends shivers down the spine of the competition. The 3270 series is IBM's most popular computer terminal family; 3270 terminals are sold in their millions to make it possible for businessmen to communicate with IBM mainframes.

IBM is saying the personal computer is no longer a new, fancy gadget for trendy executives. It is simply an intelligent terminal, an extension of IBM's computing power that reaches right on to the customer's desk.

What can stop IBM's relentless domination of the business desk top? Very little, it seems. Companies like Wang, with special credibility in office systems may survive better than general purpose manufacturers.

None the less, all the cards are in IBM's hand. It is already, through massive investment in manufacturing technology, the lowest cost producer of all (with prospects of more to come). Dataquest estimates that the 300 chips needed for today's PC could be reduced to 20 or so using the latest technology.

It is making up for its weakness in software through deals with independent software producers (although the software which distinguishes the new machines is claimed to be IBM's own).

So the technological balance is on IBM's side. Politically, the story is much less clearcut. Many observers attribute IBM's visible aggression in the marketplace to relief and a sense of freedom following the dropping of the Justice Department's extended anti-trust case against it.

## All the cards are in IBM's hand

There is little sign that anything other than elation has been the response within IBM in the U.S. to the success of the PC in Europe, traditionally less aggressive and with the EEC still eyeing the company carefully. IBM people are noticeably more anxious to be seen as predatory. One problem facing competitors is a shortage of components—because IBM has secured most of the available stocks.

Yet any monopoly is at risk from public animosity to see it broken up, and IBM is no exception. If its dominance became to be seen as oppressive, it could pay a high price for its success.

However, it must be said for the company that by its majesty it has established standards which have allowed progress in data processing which was unattainable in any other way.

One indication of the way the IBM will dominate business all the major banks are gearing up to allow corporate customers to talk directly to their computers using terminals in their offices; with few exceptions, the terminal of choice is the IBM PC.

## Letters to the Editor

## Continuing prejudice against retailing

From the Managing Director of Tesco.

Sir,—What an intriguing insight "An expensive search for the right formula" (October 18) provides into the continuing prejudice against the distributive trades. While identifying "regional policy's long-standing tendency to exclude the service industries" (allocated only 0.9 per cent of the regional development budget last year), the article later notes that a revision of current policies could include in the grant schemes "individual classifications now excluded, such as banking, financial services and tourism."

Perhaps the omission of retailing was inadvertent. Perhaps the industry will be included in any future review. If not, if the historic prejudice against

"trade" (that you can get anywhere in it, as long as you get out of it) is again perpetuated, if the industry is condemned to remain a "no go" sector of decision taking, then it will militate powerfully against the Government's stated ambitions for regional and urban renewal.

For more than six years my company has focused the attention of successive administrations on the contradiction that while Government continues to invoke the retailers' need for their counter-inflation and development policies, they continually deny the industry any financial support whatsoever to further their own goals. Such a situation cannot continue indefinitely. Indeed, there is mounting evidence

that certain sections of the industry are already minimising their development risks by concentrating investment in areas of high, or at least stable, disposable income—at the expense of those areas and regions most in need of such investment.

Surely, in view of the fact that distribution now employs some 2.5m men and women (a fifth of whom are school leavers) and generates more than 10 per cent of GDP, it is time that Government recognised the prejudice that favours its own policies in their search for the right regional formula.

I. C. MacLaurin, Tesco House, PO Box 18, Delamare Road, Chesham, Herts.

## Labour Government.

Our Conference was concerned to urge on the TUC a much more positive attitude to its responsibilities during the term of the present Conservative administration.

There is nothing very new in this as far as we are concerned. We put the same view to the TUC Congress back in 1980. As the 1983 Congress made manifest, this view has now gained majority support.

John Lyons, John Brown, Fox Lane North, Chertsey, Surrey

## Cost of a free lunch

From Mr D. A. Beall, Tesco House, PO Box 18, Delamare Road, Chesham, Herts.

Sir,—Hardly a day seems to go by without some mention in the financial Press of shares in individual companies being moved by conversations with stockbrokers, certain selected institutional representatives and the chairman or other senior executive of a public company. One that springs to mind in recent days was a 5 per cent jump in the shares of Unigate on a day when the market was down.

The clear impression created by these lurches is that information is being made available to a privileged few instead of to the shareholders who own the company. It remains an absolute fact of life that there is no such thing as a free lunch and resultant dealing on inside information merely shifts the cost of those lunch rooms on to somebody else.

D. A. Beall, The Clock House, East Anstey, Twickenham, Devon.

## Budget in Italy

From Mr O. Bramm, Sir,—When discussing the Budget of the Italian Government in a very prominently placed article (October 1) you attributed it to "The Italian Socialist Government" of Sig Craxi.

This is an astonishingly misleading description considering that we are concerned with a five-party coalition and a Prime Minister whose Socialist Party enjoyed in the last election only the support of approximately 11 per cent of the electorate.

Italy has a system of unbalanced proportional representation. For a variety of reasons the Christian Democrats, with some 36 per cent of the votes, have now on two consecutive occasions not supplied the Prime Minister. I only hope that in Sig Spadolini's days you did not, by the same token, refer to a "Republican Party" Government.

O. Bramm, 52045 Monte S Savino (AR) Italy

## Staff associations

From the General Secretary, Technical Administrative and Supervisory Section, Amalgamated Union of Engineering Workers.

Sir,—Your article about Courtaulds senior staff (October 12) states: "TUC unions see members exactly the same as the rest of the workforce, with no special status of offsetting membership losses in traditional areas caused by recession and unemployment."

This misses the main point. TASS is currently talking to several staff associations, notably in the aerospace sector where our membership is going up, not down. Our enlightened self-interest is to improve the organisation of employees, not to play the numbers game. Mergers of this kind bring no financial gain in the short or medium term.

No staff association can ever provide the collective bargaining strength and the expertise that is the bread and butter of a good trade union. As long as employees are divided into "TUC" and "non-TUC" organisations the balance in negotiations will always be weighted in favour of employers. This applies particularly for senior staff.

As you yourself have pointed out (April 21, etc.) senior staff have fallen behind other employees in salary negotiations. Lack of proper trade union organisation is a prime cause of this decline. Correcting this position is the main motive for trade union unity with staff associations.

Ken Gill, Chislow Hall, Little Green, Richmond, Surrey.

## Myth about refining oil

From Mr R. S. Musgrave

Sir,—It is an ever popular

myth that raw materials should necessarily be processed in their country of origin, and I am surprised to see Prof Odell (October 13) advocating that more North Sea oil should necessarily be refined in Britain. There is no particular reason for refining North Sea oil on the west coast of the North Sea (ie in Britain) rather than on its east coast, its south coast or anywhere else.

As for Prof Odell's suggestion that transporting crude oil to distant locations for refining pushes up costs, this implies that the profit motivated oil multi-nationals need advice on how to weigh transport against other costs—hard to believe.

Finally, his suggestion that some sort of artificial incentive to refine in Britain would raise employment and GDP, amounts to advocating an import control/export subsidy. The flaws in this argument are well known to anyone who has studied economics, but evidently not to Prof Odell.

R. S. Musgrave, Garden Avenue, Framwelgate Moor, Durham.

## Holidays in Russia

From Mrs Peta Colts

Sir,—I read with consternation the article by Mary Anne Steghart "Some sorry tales of travelling in Russia" (October 15). I had 15 days in Moscow and Leningrad in June this year. I did go by Intourist, by Aeroflot. We were certainly not "herded around." I made many a journey through both towns entirely on my own, by metro and by trolley-bus. The taxi drivers I met were only too happy to take me to my destination. I did get lost several times and policemen and non-official Russians went out of their way to help me. Twice I attended a church service and found it quite beautiful.

## Links with

## Labour Party

From the General Secretary, Engineers' and Managers' Association

Sir,—Philip Bassett's report of our Conference debate on the TUC and its links with the Labour Party (October 17) was quite fair but the headline under which his report was published—"TUC urged to weaken Labour links," was not.

The resolution passed by our Conference did not ask the TUC to weaken its links with the Labour Party. It expressed our members' concern that during the four years of the first Conservative administration from 1979 to 1983 too many of the TUC's policies were directed to what should be done by the "next Labour Government," on the assumption that one would be automatically elected, thus neglecting the need for the TUC to look after its members' interests in the absence of a

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## Terry Byland on Wall Street Rail stocks steaming ahead

STOCKS in the major U.S. railroad companies, which advanced strongly when Wall Street started to search for shares which would be likely to benefit from the second phase of the economic recovery, have retained their poise during the more difficult trading conditions of the past fortnight.

The quarterly reporting season opened last week with results from Union Pacific, Santa Fe Industries and Southern Pacific, and some analysts are already wondering whether recent stock performances have done justice to the growing business on the nation's railroads.

The Dow Jones Transportation average has advanced by 0.8 per cent over the past fortnight, against a similar fall in the Dow Jones 30-stock industrial average. But the Dow Transportation average takes in the airlines, which have had good reasons of their own for volatility recently, and may not do full justice to the railroads.

Burlington Northern, which links the Midwest with the Pacific Northwest and the Gulf of Mexico, has attracted most of the attention of investors and analysts of late. The stock has moved up by 6.6 per cent to a new peak over the past fortnight and has been the subject of a strong "buy" recommendation by Mr. Andrus Petery of Morgan Stanley, which was heard, "Burlington Northern - moving like a runaway freight train."

Other rail stocks have behaved less excitedly although CSX and Union Pacific have remained near their peak levels. Both Southern Pacific and Santa Fe have been bedevilled by their disclosure of a much predicted merger agreement, complicated by Santa Fe's hint of interest in buying Conrail.

The stock market accorded a warm reception last week to Union Pacific's announcement of a 43 per cent jump in earnings for the third quarter. Santa Fe's results were less inspiring, but the board was able to point to the upturn in rail traffic, adding that October had made a promising start.

These results bear out the latest statistics from the industry, which suggest that the upturn in rail traffic may be stronger than indicated by the general view in the stock market that railroads are bound to become busier as U.S. industry recovers.

Total rail freight, measured by freight loadings as compiled by Mr. Robert Long of First Boston Corporation was 16 per cent up in September by comparison with a year ago. But some of the industry sectors make interesting additions to this overall picture.

Coal shipments, which make up about one quarter of the total, have been considerably stronger than expected this summer, partly because the extreme heat pushed up demand at the power stations as Americans turned up their air conditioning, and partly because U.S. coal exports have recovered more quickly than expected.

The upshot is that coal shipments by rail reached 436.1m freight loads in September, 4.5 per cent up on the year. The rapidity of the upturn was more clearly disclosed in the August total, which was 20 per cent up over July's figure.

More surprising perhaps is the sharp jump in shipments of grain, which in September totalled 115.7m car loads, a gain of 42.4 per cent on the same month a year ago. Of course, a year ago the U.S. grain industry was already feeling the savage recession which has brought a wave of farming bankruptcies and the Federal Payment in Kind (PIK) programme. But the increase is all the more impressive for that reason.

What may be happening, suggests Mr. Petery of Morgan Stanley, is that the sharp rise in corn and soybean prices between January and September has spurred the farmers to sell off the grain acquired under the PIK scheme. This would explain how a much publicised cut in grain plantings has been accompanied by increased shipments of grain for sale.

Other freight areas showing substantial increases require less explanation. They include motor vehicles, up 40 per cent and metals and similar products, up 20 per cent. Taken together these categories account for 43 per cent of total rail shipments.

Against this background, Burlington Northern, whose stock has jumped by a further 7 per cent since the news a week ago of a 35 per cent gain in earnings in the third quarter, seems to have plenty of steam left.

Forty seven per cent of Burlington's freight is in coal, grain and other farm products and motor cars, and all these sectors show healthy price increases.

In addition, Burlington has apparently brought off the extraordinarily favourable purchase of El Paso, the natural gas company, at a price rejected 10 months ago by the El Paso board as too low.

## PEACEFUL DEMONSTRATIONS THROUGHOUT WESTERN EUROPE

# Anti-missile marches attract 2m

Reports by Ian Rodger in London, James Buchan in Bonn, James Buxton in Rome, Paul Betts in Paris and Paul Cheeseright in Brussels

MORE THAN 2m people marched, sang, listened to speeches and formed human chains in a series of large demonstrations throughout Western Europe at the weekend against the imminent installation of cruise and Pershing nuclear missiles by the Nato powers.

With few exceptions, notably an attempt to blockade a building in Hamburg belonging to the Axel Springer publishing group, the demonstrations were peaceful and orderly. The largest were in Bonn, London and Rome on Saturday and in Brussels and Madrid yesterday.

In London, police had to split demonstrators into three groups rather than two, as planned, for a march to a Hyde Park rally. Police estimated the attendance at about 200,000. Mrs Joan Ruddock, chairman of the Campaign for Nuclear Disarmament, claimed the turnout showed that "the peace movement intends to remain in the centre of British life."

In West Germany, despite the huge demonstrations on Saturday in several cities, there was an undercurrent of uncertainty about the future of the peace movement, which erupted in a poisonous quarrel between Herr Willy Brandt, the

chairman of the Social Democrat party, and Frau Petra Kelly, a spokeswoman for the Greens in Parliament.

Franz Kufner accused Herr Brandt of breaking his word to the peace movement by refraining from unconditional rejection of nuclear weapons. She warned the SPD against trying to take over an independent movement only to betray it later.

The Italian peace movement is likely to be considerably encouraged by the 500,000 turnout for Saturday's rally in Rome. Most of those taking part were members of the Italian Communist Party, whose customary efficient organisation had brought in demonstrators from all parts of Italy. But members of Roman Catholic organisations, also nuns and monks, took part.

The Vatican Radio yesterday tried to play down the importance of the demonstrations in Europe warning Catholics against being

"manipulated" and implying that the size of the turnout reflected more solidarity with the Communist Party than opposition to the missiles.

The demonstrations in France were marked by a general sense of public apathy. The demonstrators were split, with the Communist Party's Mouvement de la Paix, bringing out perhaps 25,000 on Saturday and the non-Communist Committee for Nuclear Disarmament in Europe attracting another few thousand yesterday.

The Socialist Government opposed the demonstrations. President Francois Mitterrand remarked in London on Friday that "the peace movement is in Western Europe but the missiles are in Eastern Europe."

Belgian parliamentarians from all parties except the right-wing Liberals - now in Government - were observed in yesterday's crowds. They included former ministers from the Christian Demo-

crats, the majority partner in the present ruling coalition.

The Government is delaying a decision on the deployment of missiles in the country, which is at the heart of the Nato system, until the outcome of the Geneva talks is known, but it has made clear that it wants to stick by its Nato commitments.

Elsewhere in Europe, there were big demonstrations in Vienna, where approximately 50,000 attended a rally on Saturday and 5,000 formed a human chain virtually linking the U.S. and Soviet embassies. (The longest human chain of the weekend stretched over 60 miles from Stuttgart, West Germany to Neu Ulm, the site of the U.S. Army European command centre.)

There were also official anti-nuclear demonstrations in some Eastern European cities. In Prague, three members of the Italian Radical Party were arrested after demonstrating for life, peace and disarmament.

Peace movement rallies also took place in many U.S. and Canadian cities at the weekend.

EEC calls for dialogue with Soviet Union, Page 3

## U.S. recognises need to spread burden of international debts

BY STEWART FLEMING IN WASHINGTON

THE REAGAN Administration is trying to head off what it sees as mounting pressure for a so-called "global solution" to the developing world's debt difficulties.

It is determined to stick with its current country-by-country approach. At the same time, it recognises that a third phase of the debt problem over the next 10 years will involve a broader strategy than the current approach, which relies heavily on commercial bank finance.

According to a senior administration official, who asked not to be identified, Argentina and Brazil will in the next few weeks provide a real test for the current second phase in handling the debt crisis. This has been characterised by the need to get IMF-supervised economic adjustment programmes in place in major debtor countries, and to back them with adequate finance.

The first phase, according to the official, was seen as the scramble to put together financial rescue packages in the wake of Mexico's liquidity crisis last year.

The official also expressed guarded optimism that the coming week would see President Ronald Reagan underlining his commitment to the IMF with moves to break down congressional resistance to a bill authorising the U.S. to contribute \$8.4bn to the proposed increase in the Fund's resources.

The Administration sees the current political transition in Brazil and Argentina as a healthy long-term development, even if it is making it more difficult to tie up their financial packages with commercial banks.

In the third phase of the debt problem which, assuming the current difficulties in Brazil and Argentina are resolved, could begin early in 1984, the Administration recognises that new initiatives will be needed to spread the financial burden.

During this period of up to 10 years, it is hoped new medium-term lenders such as life assurance companies will come into the international market, with banks offering longer grace periods on their loans

and with the debtor countries seeking to raise new finance through, for example, the public sale of nationalised concerns such as Petrobras, the Brazilian state oil company.

In disclosing some of its views on the longer-term debt outlook, the Reagan Administration appears to be reacting to concern that confidence in the current strategy is waning, especially given that there are doubts outside Washington over forecast growth rates of 3 to 4 per cent in the OECD countries.

If growth falters, the U.S. Administration fears that calls for a global solution to the debt problem - such as suggestions that a new institution be set up to buy developing country debt at a discount - may gather further strength. Such ideas, which could put less emphasis on the differing conditions in individual countries and would not doubt involve heavier commitments from the public purse, run counter to Administration thinking.

Brazilian must support IMF austerity plan, Page 3; capital markets, Page 21

## World's airlines expect profits after 1985

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT, IN DELHI

THE WORLD airline industry's financial situation is improving slowly, and there is a possibility of breaking through to profits after 1985, following a period of heavy losses.

Mr. Knut Hammarström, director-general of the International Air Transport Association (Iata), representing 124 of the world's major airlines, says in his annual report that following the big net loss of \$1,900m on scheduled international services in 1982, the 1983 loss will be \$1.2bn.

This will decline further to losses of about \$750m in 1984, and \$250m in 1985, with the prospect of profits thereafter.

Mr. Hammarström, who will be presenting his report to the annual meeting of the Iata in Delhi today, says that this improvement stems largely from the airlines' own rigorous efforts to cut their costs, although the limited improvement in overall world economic conditions is also contributing.

This is already resulting in a small surplus on operating account, amounting to \$500m in 1983 on revenues of \$38.35bn.

With continued cost cutting, and a continued improvement in the world economy, the Iata member airlines' revenues on international scheduled operations will rise to

\$41.85bn next year, yielding an operating profit of about \$1.1bn, with a further rise in revenues to \$46.15bn likely in 1985, yielding an operating profit of \$1.65bn.

But at the same time, the burden of interest rates on borrowings for new aircraft fleets continues to rise. In 1983, the interest payable will amount to \$1.7bn, rising to \$1.85bn in 1984, and further to \$1.9bn in 1985.

As a result, the airline industry will continue to suffer a net loss up to that time, and it is only after that overall net profits will be likely to emerge.

The airlines' need for profits is urgent if the world's aircraft fleet is to be properly replaced during the 1980s, says Mr. Hammarström.

Current estimates put fleet replacement costs during the 1980s at \$50bn, but this could be doubled to \$100bn or more if traffic growth resumes "to even moderate levels."

There were signs by the middle of this year that traffic was improving. "A slow recovery in the world economy and reductions in real average fares should stimulate travel during the second half of 1983," says Mr. Hammarström.

"Provided an economic upswing does materialise, we can look to the prospect of breaking through to overall profitability beyond 1985."

## Car producers condemn EEC move on prices

Continued from Page 1

lished networks would eventually be destroyed. This would be to the detriment of both the consumers, whose interests the Commission claims to protect, and the manufacturers, who see their brand image and competitive capacity weakened," they declare.

The manufacturers suggest that it is not certain that vehicle prices would necessarily fall in those countries where they are above average - the industry could choose to raise them instead. But if prices did come down, "European manufacturers would lose revenue required to implement the investment plans that are needed to counter Japanese and Eastern European competition."

Privately, the Europeans maintain - though this is not in their formal reply - that BL in Britain is among the most vulnerable companies if price controls are imposed and prices fall.

Certainly Austin Rover, BL's volume car business, would have to change its strategy for building up continental European sales. In markets such as West Germany, where it has hardly any network and a poor image, it is attracting customers to the dealerships with very low prices - well below those for the same models in Britain.

## Tel Aviv SE reopens

Continued from Page 1

to purchase bank shares held by the public at the end of five years at the rate of 104 per cent of their dollar value on October 6, the last day of trading. Alternatively, the shares can be converted into high yielding long-term savings schemes.

The banks have agreed to stop supporting their own shares by buying up surpluses through subsidiaries. Instead, the Government has undertaken to step in to mop up excess selling orders if they seem likely to drive the share prices down steeply.

It is not yet known at what point the Government will intervene, or how much it is prepared

## Oil groups haggle on Murchison reserves

By Ray Dafter, Energy Editor, in London

TWO GROUPS of oil companies are engaged in a \$50m (\$525m) tug-of-war over oil reserves in a field which straddles the UK-Norwegian median line of the North Sea.

The consortiums are haggling over the apportionment of oil reserves in the important Murchison Field. Recent studies have shown that the amount of oil lying on the UK side of the boundary line is considerably less than first estimated. As a result UK companies - and the Exchequer - are likely to see a drop in revenue amounting to tens of millions of pounds a year.

The gross value of reserves at stake in the tussle is thought to be about £250m. And it is possible that UK Government officials will be called in to press for a speedy resolution of the dispute.

Under present operating agreements the two consortiums have agreed that the reserves and production should be split in the ratio of 63.75 per cent for the UK consortium and 36.25 per cent for the Norwegian. The field, which lies 120 miles north east of the Shetland Islands, is thought to contain some 350m barrels of recoverable oil. Production, which began in the summer of 1980, is now running at over 100,000 barrels a day.

The Norwegian consortium, led by Statoil - Norway's state oil group - argues that recent production experience indicates that 23 per cent of the field lies on the Norwegian side of the median line and that the UK partnership is entitled to no more than 75 per cent of the reserves and production.

It is understood that this assessment is being contested within the UK consortium, led by Conoco. A UK consortium, based on the very latest drilling evidence, has been put to the Norwegians suggesting that the split should be 80:20.

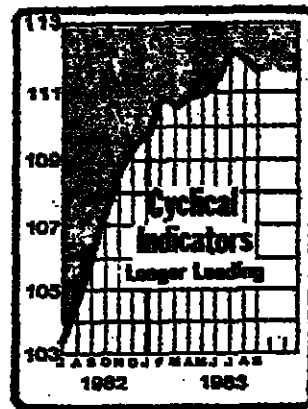
The re-determination of reserves is expected to be completed within the next fortnight. If it is decided that the division is 75:25 then the UK consortium is likely to insist on a further reappraisal of reserves next spring.

Each time reserves are re-determined licensees have to adjust their share of output, backdating figures to the start of production, as well as recalculating their portion of development and operating costs. It is estimated that the Murchison partners have spent over £800m in exploring the field.

The Murchison issue is complicated further because Conoco has a stake in each of the UK and Norwegian portions of the field.

## THE LEX COLUMN

# Short measure for the recovery



For the UK stock market October, not April, is usually the cruellest month. But this year the slide in equities has been at least partly sparked off by confusion over what is happening in the real economy. Half the market seems to be depressed over the reality of the recovery; the other half is already gazing anxiously at the horizon for signs of a downturn. The uncertainty is deepened by the statistical jangle.

The measures of production have shown only the most modest of improvements from the low point in 1981, and the noises from the Confederation of British Industry have ranged from the cautiously optimistic to the cautious. There is little sign of restocking, exports are being squeezed and capital investment, particularly by manufacturers, is still sluggish.

In sharp contrast, the expenditure measures of the economy are running away, with record sales volume in the shops. The housing market has had an exciting roller coaster - at least until the last couple of months - and car sales have never been so buoyant.

For the financial markets the discrepancies between the two sets of indicators raises a series of puzzles. How is it that this apparent strong growth in demand can have such a modest impact on production - even assuming some leakage in the trade account? How sustainable is the growth in consumer spending? Will it be related to new inflationary pressures? Certainly, if investors agreed with the Chancellor of the Exchequer in his Mansion House speech last week that the trend in inflation is now decisively downwards, short-dated gilt-edged would hardly be standing on a yield base of 10 1/2 per cent.

It is becoming evident that the official statistics are doing a poorer job than in the past in tracing what has been happening in the real economy. The sharp adjustments to the series when they were released from 1975 to 1980 established that the distortions had become worryingly large. More to the point, even after the rebasing, it is likely that they have not caught up with the structural changes in the economy that have taken place in the last three or four years. The discrepancy between what the statistics measure on the output basis and on the expenditure basis is growing rapidly.

On an expenditure basis, for example, gross domestic product in the first half of 1983 was 1.7 per cent higher than the average for the peak year of 1979. On an output basis a decline is recorded - of no less than 2 1/2 per cent.

Growth in the black economy may have some marginal impact but the most plausible expansion lies elsewhere. The output data is collected from long-established companies - many of them in the traditional business areas which are now in decline. The statisticians have found it extremely difficult to sample the newer companies - those flocking out of the Unlisted Securities Market for example - in the growth sectors of the electronic and service industries. The CBI, too, will be slow to pick up input from these sources. So the likelihood is that the true production trend in the UK is rather better than the output figures suggest and more in line with the expenditure measure.

Spending

The strength of consumer demand may therefore be a less isolated feature than it appears at first. Certainly the wide consensus among stockbroking analysts that spending would tail off after the second quarter of 1983 looks less convincing after the strong rise in retail sales recorded in September. Their argument rested heavily on the slowdown in the savings ratio to a low of 8 per cent in the second quarter. Yet personal debt as a proportion of gross financial wealth is well within past parameters, and this may be a more important consideration for individuals in making spending decisions. Anyway, the savings ratio was probably rebuilt to a small extent in the third quarter, in spite of the further 1/2 per cent increase in spending, and a frisky run-up to Christmas looks on the cards.

With disposable incomes likely to move ahead gently next year, spending should go on rising, although it would be unrealistic to expect consumers to remain the dominant motor for economic growth.

According to stockbrokers de Zoete and Bevan, the rate of sustainable growth that might emerge - somewhere round the beginning of 1985 - may be in the 1 to 1 1/2 per cent area. That figure should move up as the new industries spread their wings, but recovery relying on supply side improvements is likely to be a very lengthy process, and the underlying growth rate may not move up towards the 2 1/2 to 3 per cent range until the end of the decade. How stock markets would react to such a departure from the stop-go traditions of the postwar period is anyone's guess.

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**Continued on Page 24**

The size, contents and publication dates of all Surveys are subject to change at the discretion of the Editor.



## AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

[illegible]

**Continued on Page 2**

## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

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**Continued on Page 25**

Sales figures are unmodified. Turnover highs and lows reflect the previous 52 weeks plus the current week. But both the latest trading day. Where a split or stock dividend amounting to 10 percent or more has been paid, the year's high-low range also includes the price of the stock as it traded prior to the split. Noted, rates of dividends are annual distributions based on the latest declaration.

a—dividend was variable, b—annual rate of dividend paid, stock dividend c—liquidating dividend, old—old c—new year's dividend d—dividend declared or paid in preceding 12 months e—dividend declared or paid in preceding 12 months f—dividend declared or paid in preceding 12 months g—dividend declared or paid in preceding 12 months h—dividend declared or paid in preceding 12 months i—dividend declared or paid in preceding 12 months j—dividend declared or paid in preceding 12 months k—dividend declared or paid in preceding 12 months l—dividend declared or paid in preceding 12 months m—dividend declared or paid in preceding 12 months n—dividend declared or paid in preceding 12 months o—dividend declared or paid in preceding 12 months p—dividend declared or paid in preceding 12 months q—dividend declared or paid in preceding 12 months r—dividend declared or paid in preceding 12 months s—dividend declared or paid in preceding 12 months t—dividend declared or paid in preceding 12 months u—dividend declared or paid in preceding 12 months v—dividend declared or paid in preceding 12 months w—dividend declared or paid in preceding 12 months x—dividend declared or paid in preceding 12 months y—dividend declared or paid in preceding 12 months z—dividend declared or paid in preceding 12 months

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## UK COMPANY NEWS

### Westminster asked to accept share offer

Milbury, the housebuilding and property group controlled by Mr Jim Raper's St. Piran Holdings, called on Westminster Property Group shareholders to accept the share offer rather than the cash offer for their company.

The original cash or share offer for Westminster was detailed to shareholders almost two weeks ago. The bid became unconditional on October 17, and by yesterday Milbury had won control of almost 61 per cent of Westminster's shares.

Milbury is offering 35p in cash for Westminster shares, or two Milbury shares for every five in Westminster. At Milbury's present stock market price of 85p, the share offer values Westminster at almost £11m, or 35p per share.

Mr Doug Allen, a director of Milbury, told shareholders that Milbury was keen for them to accept the share alternative.

#### Share information

The following securities have been added to the share information service:

Associated Telecommunications Section: (Industrial)

Derma-Lock Medical Corp. (American)

Goring Kerr (Industrial)

Metal Sciences (Hedge)

Milbury (Buildings)

Nationwide B. S. 11pc Bonds 20/8/84 (Loans-Building Soc.)

Nationwide B. S. 11pc Bonds 3/9/84 (Loans-Building Soc.)

Polytechnic Marine (Electricals)

### Logica offer by tender at 140p minimum price

BY DOMINIC LAWSON

THE UK's largest independent computer software company is applying for a Stock Exchange listing, with a market valuation of at least £49m. The small London merchant bank Close Brothers is offering for sale by tender 10.4m Logica shares at a minimum price of 140p each.

Of the shares being offered, over 6.1m are being sold by existing shareholders, while the rest are new shares which will raise at least £5.2m net to fund future growth.

Logica was founded in 1969, since when staff and turnover have grown uninterrupted. In the year to June 30 1983 the company made record pre-tax profits of £3.3m on turnover of £42m. Logica currently has 1,600 staff, of whom about 1,100 hold graduate or post graduate qualifications.

Logica's activities comprise consultancy and project management, custom built systems, software and hardware, software products and office automation. Logica operates subsidiaries in seven countries: the UK, the U.S., the Netherlands, Belgium, Sweden, West Germany and

Australia. There is no profit forecast, but the prospectus notes that "revenue for the first quarter of the current financial year was over 35 per cent greater than for the corresponding period last year."

After the offer, 30 per cent of Logica will be owned by the public, 35 per cent by directors and staff, and 35 per cent by existing institutional shareholders.

Applications for the shares should be made by 10 am October 27, and dealings begin on November 3. Brokers to the issue are Hoare Gervett.

The issuing house, Close Brothers, was the subject of a management buy-out from Consolidated Gold Fields in 1978. The managing director of Close, Mr Rod Kent, said "this is the first public flotation we have handled since the buy-out, and I believe it is the first such exercise by Close Brothers since the 1960s."

#### comment

Logica claims that this is a "real" tender offer, by which it appears to mean that the

minimum tender price is too modest to be considered a proper valuation of the company. Logica is probably right, but it is a pity that the company did not have the courage of its instincts, and offer the shares with no minimum price, thus avoiding the expense of underwriting the issue. Logica's turnover growth makes for a beautiful diagram of exponential growth. The profits graph is slightly less elegant, describing a repeated pattern of five steps forward, one step back. The dip in 1980 showed clearly the risks involved in a company which operates largely on one-off contracts bid for on a fixed-price basis. For a business whose assets really are its staff, it is surprising that there are no service contracts, but the shares are already widely spread among employees, and a share option scheme is now being worked out. Those whose only option is that of tendering for the shares this week, should think in terms of 200p a share. That price would still leave the shares at a discount to those of software quoted companies Systems Designers and Micro Focus.

### Inco cuts losses in third quarter

BY KENNETH MARSTON, MINING EDITOR

CANADA'S Inco, the major world nickel mining group, continued to suffer sizeable losses in the third quarter of 1983. At the pre-tax level, however, there was a gradual improvement.

reports Nicholas Hurst from Toronto.

A pre-tax loss in the quarter of U.S.\$56.6m (£37.7m) is reduced from \$83.5m in the second quarter and \$122m in the first three months of the year. It compares with a loss of \$106.5m in the third quarter of 1982.

But unusual tax adjustments totalling approximately \$25m and relating to prior years, all accounted for in the latest quarter's results, have pushed the net loss to \$72.1m, equal to 80 cents per share. This follows a second quarter net loss of \$39.7m and goes against a loss of \$66.4m in the same period of last year.

For the first nine months of 1983 Inco's total net loss amounts to \$188.7m compared with \$140.5m in the same period of last year. The 1982 total net loss was \$204.2m.

Inco says that the nine months'

loss reflects low prices for nickel and alloys products together with a decline in deliveries of precious metals. The 1983 figures also include shut-down costs of \$51m which compare with strike, shut-down and severance costs of \$112m in the first nine months of last year.

Looking on the brighter side, Inco notes that U.S. indicators show the beginning of a rise in spending on capital goods—the first such improvement since the first quarter of 1981—which should help nickel sales. Nickel prices have also improved this year.

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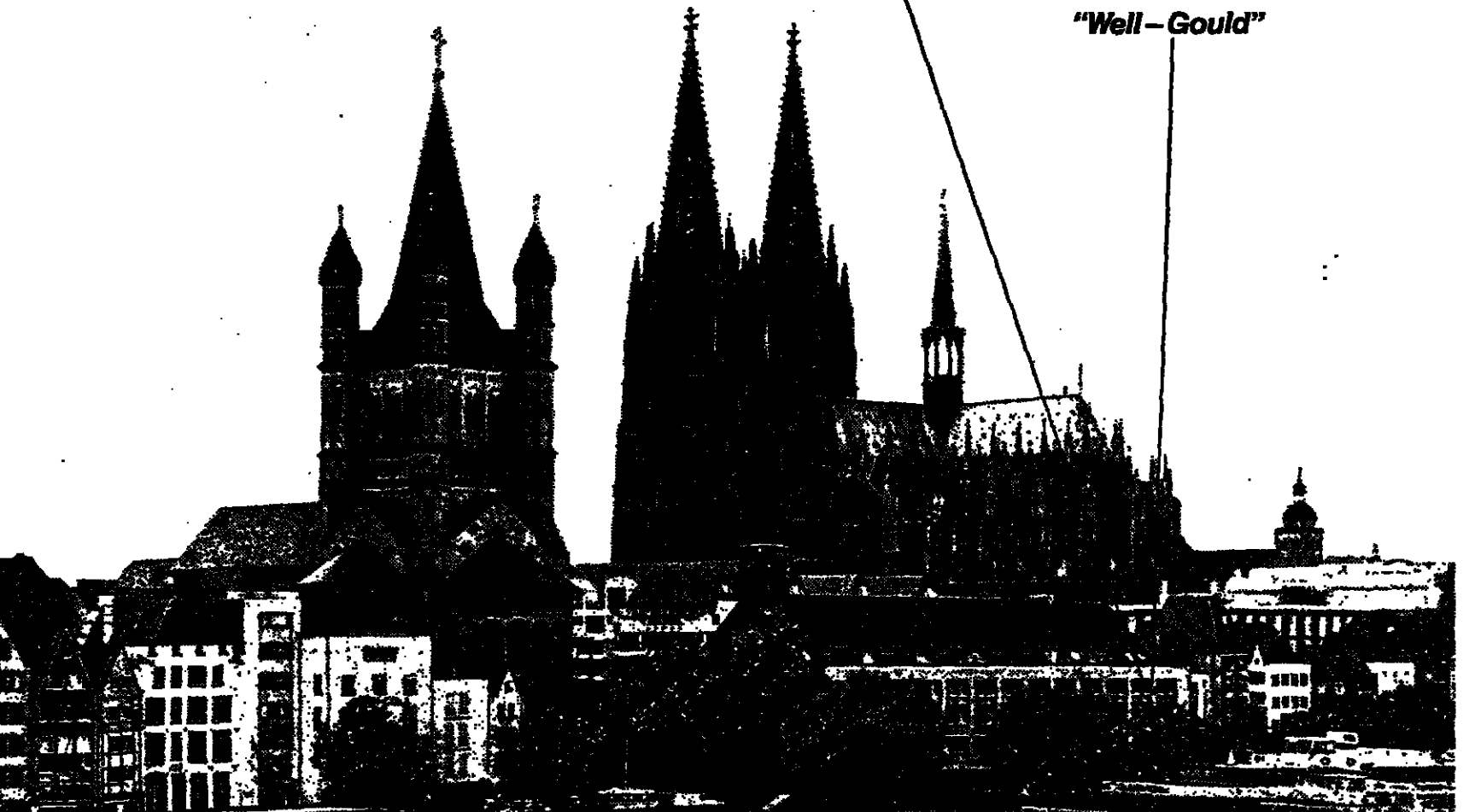
Interest on the Notes is payable annually in arrear on 15th November, the first payment being made on 15th November, 1984.

Full particulars of the 11½% Notes, the 11½% Notes and the Warrants are available in the Exel Statistical Service and may be obtained during usual business hours up to and including 7th November, 1983 from the brokers to the issue:

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13 European countries are represented in this year's list. Britain leads with 233 followed by West Germany with 79, on down to Norway, Finland and Ireland with less than 6.

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Top 100 U.S. Managers				Top 100 Foreign Managers			
Domestic				Foreign			
Rank	Manager	Assets	YTD %	Rank	Manager	Assets	YTD %
1	Wellington	\$10.0	+1.1	1	Wellington	\$10.0	+1.1
2	Wellington	\$10.0	+1.1	2	Wellington	\$10.0	+1.1
3	Wellington	\$10.0	+1.1	3	Wellington	\$10.0	+1.1
4	Wellington	\$10.0	+1.1	4	Wellington	\$10.0	+1.1
5	Wellington	\$10.0	+1.1	5	Wellington	\$10.0	+1.1
6	Wellington	\$10.0	+1.1	6	Wellington	\$10.0	+1.1
7	Wellington	\$10.0	+1.1	7	Wellington	\$10.0	+1.1
8	Wellington	\$10.0	+1.1	8	Wellington	\$10.0	+1.1
9	Wellington	\$10.0	+1.1	9	Wellington	\$10.0	+1.1
10	Wellington	\$10.0	+1.1	10	Wellington	\$10.0	+1.1
Domestic				Foreign			
11	Wellington	\$10.0	+1.1	11	Wellington	\$10.0	+1.1
12	Wellington	\$10.0	+1.1	12	Wellington	\$10.0	+1.1
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Domestic							

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**Undated**

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**Index-Linked**

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## FINANCIAL TIMES SURVEY

## World Telecommunications

## Entering an era of momentous change

THIS WEEK, telecommunications equipment suppliers, carriers, service providers, customers, senior government representatives and many other besides, converge from all over the world on Geneva for Telecom '83, the industry's quadrennial showcase organised under the auspices of the International Telecommunication Union.

The event, which is expected to draw well over 100,000 visitors, takes place at a moment when the industry and the markets which it serves are in the grip of a momentous—and often confusing—upheaval, which is sweeping away long-established traditions and opening almost boundless horizons of opportunity.

The frontiers, which have defined telecommunications for most of the past century, are being drastically redrawn as a result of rapid developments in technology, changing cost structures, new patterns of consumer demand and a reshaping of the institutional and regulatory framework within which the industry operates.

Historically, the industry has been built around, and deeply imbued with, the purpose of providing an essential public service. Its role has been to build, operate and maintain a huge and complex infrastructure to carry a uniform service available on equal terms to as many people as possible.

In most countries, the social desirability of that function has been explicitly recognised through the creation of legally-sanctioned telecommunications monopolies, true or false, which have been built around, and deeply imbued with, the purpose of providing an essential public service.

Today, however, a kaleidoscope of new choices and possibilities is opening up as the scope of telecommunications expands dramatically to encompass data processing, consumer electronics and even mass entertainment. As it does so, an industry whose development has been largely determined until now by what suppliers had to offer is being forced increasingly to dance to the tune of consumer demand.

By GUY DE JONQUIERES

The origins of this seachange lie in the convergence of data processing and communications, a process whose theoretical beginnings can be traced back to research done as long as 50 years ago but which has become a practical commercial reality as a result of the widespread availability of powerful yet inexpensive micro-electronic devices.

The most modern digital communications systems being installed today are designed to handle all types of information—voice, data, graphics, text and full video transmissions—in exactly the same form. Digital exchanges are generally identical to computers, while the once separate functions of the telephone, the data terminal and the television are starting to merge.

The inevitability of this technological convergence has long been evident to industry specialists. Its consequences are now spreading far beyond

the laboratory and have set off a chain reaction of rapid change which is being felt throughout the industrialised world and in many developing countries as well. For example:

- The recent far-reaching deregulation of the U.S. telecommunications industry, where American Telephone and Telegraph is being allowed to compete for the first time outside the telephone business in exchange for shedding its local operating companies.

- The liberalisation of the UK telecommunications market, where British Telecom has been stripped of its monopoly powers and is due to be privatised next year.

- A proliferation of new transmission methods and services, including high-power communications and direct broadcasting satellites, optical fibre circuits, cellular mobile radio communications and cable-borne computerised information systems.
- The growth of direct com-

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A British Telecom fitter leans out over London from the Telecom Tower to adjust one of the new dish aerials

## PART ONE

Part Two appears tomorrow

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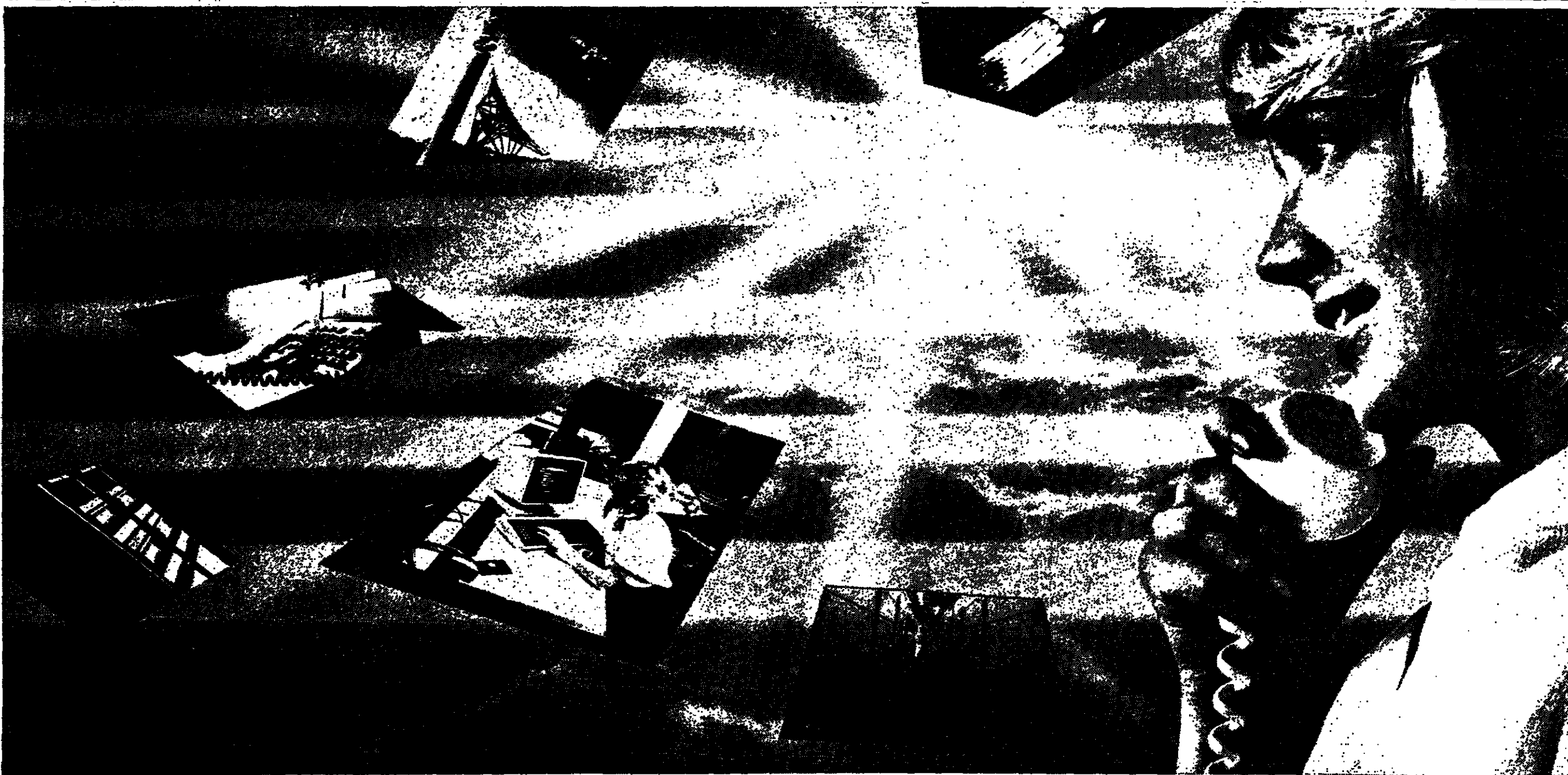
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● IN PART TWO, tomorrow: The equipment manufacturers; the information revolution in the office, the quest for international standards; integrated digital networks; interactive services and the prospect of "the wired society."

Other articles will examine developments in technology, products and markets. These will include defence com-

munications; mobile communications; video-conferencing; optical fibre technology; satellite communications; FAXs, data bases and publishing projects, communications in banking and financial markets.

● Editorial production of this survey was by Mike Wiltshire. Design Philip Hunt.



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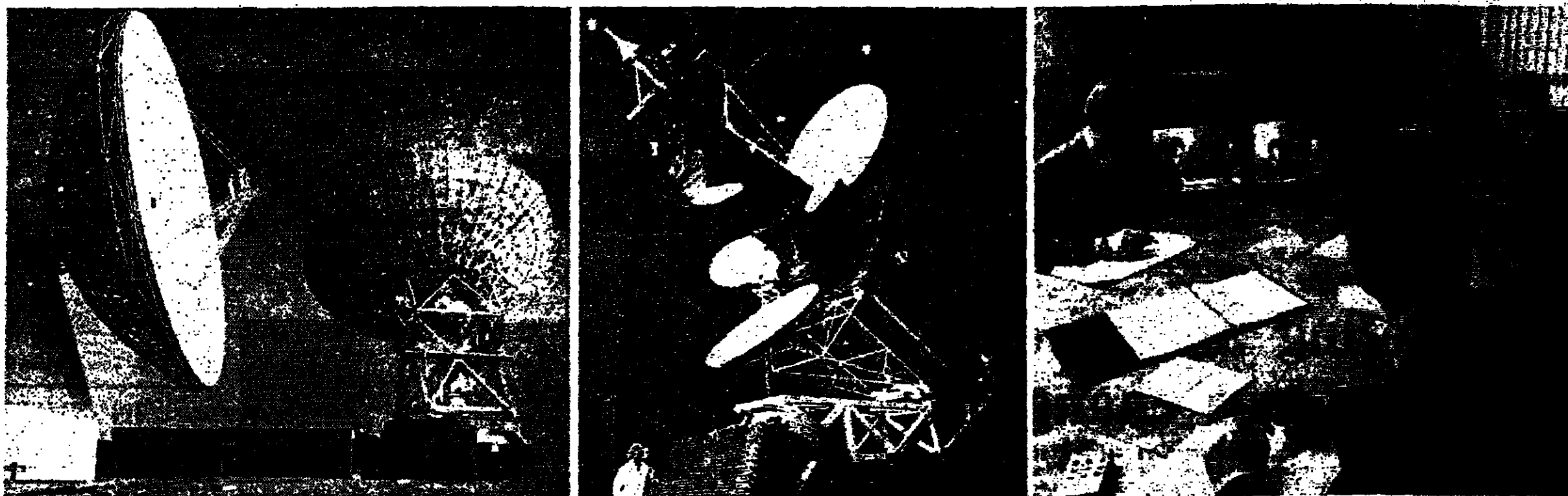


## WORLD TELECOMMUNICATIONS II

Satellite and earth station—key components in the telecommunications revolution. Bahrain, one of the main banking centres in the Middle East, is linked to other financial capitals through the Bahrain Telecommunications Company's station at Ras Abu Jarjar (left).

In the U.S. (centre) the Intelsat V spacecraft is tested in an anti-echo chamber at Ford Aerospace and Communications Corporation's Palo Alto, California laboratories.

Video conferencing (right), a service developed in the UK by British Telecom, enables separate groups to meet face-to-face while remaining at their different company bases.



The radical reshaping of the U.S. industry is undermining traditional ground rules, as Guy de Jonquieres reports

## U.S. market in the throes of upheaval

THE AMERICAN telecommunications industry is in the throes of the most violent and unpredictable upheaval experienced by any major sector of the economy this century. The ground rules which have governed its development for generations are crumbling, and the industry's future is being radically reshaped amid an exuberant and rumbustious free-for-all.

The whirlwind of change will affect sooner or later almost every one of the 100m-odd telephone users in the U.S., from large companies to residential subscribers. It is already shifting sharply the balance of competition within the industry and forcing its participants to rewrite their business strategies.

The transformation stems from two separate but intertwined developments. One is the impending break-up of American Telephone and Telegraph, the world's largest privately-owned company, which bestrides the U.S. industry like a colossus.

The other is an emphatic shift in official U.S. telecommunications policy, away from a tradition of monopoly and regulation to the promotion of open competition.

In the process, the rigid and increasingly unworkable boundaries which have long fenced off telecommunications from other unregulated industries such as computing are being erased, clearing the way for the development of a vast new information processing business.

As a consequence, telecommunications is being transformed from a utility, dedicated to providing a single, universally available, service into a much broader, faster moving and more varied market. Whereas the pace of development was dictated in the past primarily by what suppliers

were ready to offer, it will in future be determined much more by what customers demand—and are prepared to pay for.

Competitors are converging on the market from all quarters. For the first time, AT&T is preparing to do battle head-on with giants such as International Business Machines and Xerox. Companies such as Merrill Lynch, the financial services group, which were previously heavy users of communications services are also positioning themselves to become suppliers. New ventures are springing up all over the U.S. to exploit emerging market niches.

### Confusion

The redrawing of the U.S. telecommunications map has, however, been far from a neat and orderly process. On the contrary, it has proceeded in a jagged and confusing fashion, as compromises were sought between the often conflicting interests of different branches of the federal government and the courts, AT&T, its competitors and its customers. Even today, many important practical details still have to be resolved.

"Why break up the world's best telephone system?" is a question which puzzles many Americans and foreigners alike. The simplest answer is that the decision was ultimately a business deal in the American business tradition. The loss of its operating companies was the price AT&T reluctantly judged it had to pay to obtain the freedom to venture beyond its traditional regulated business.

AT&T's virtual monopoly over telephone services in most of the U.S. dates back to the turn of the century. But it has

been under attack from a variety of quarters for at least 15 years. Since 1968, decisions by the FCC and the Courts have permitted increasing competition in areas which previously had been AT&T's exclusive preserve.

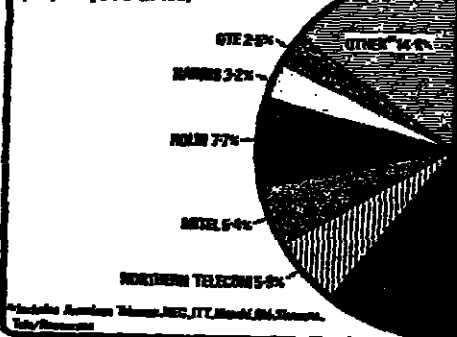
Uptank companies such as MCI were authorised to operate long-distance telephone services in many parts of the country at prices which undercut AT&T's own, and by the end of the 1980s had cornered about 5 per cent of the business. At the same time, competitors were allowed to sell subscriber equipment such as telephones and private exchanges (PBXs) to Bell System customers.

AT&T resorted to a variety of tactics intended to limit these intruders. These in turn prompted a flood of private legal actions, alleging that it was violating anti-trust law. In 1974, the U.S. Justice Department brought its own anti-trust case, which incorporated many of the charges made in the private lawsuits and sought to break AT&T into several pieces.

Meanwhile, rapid advances in technology were starting to undermine the basis of AT&T's business. In 1964, the company had negotiated a "consent decree," or settlement of an earlier government anti-trust case, which restricted it to operating within markets subject to government regulation and prohibited Western Electric, its manufacturing arm, from selling outside the Bell System.

This seemed clearly enough to limit AT&T to common carrier activities. But it failed to anticipate the seachange wrought only a few years later by the application of digital technology to AT&T's traditional business and the consequent convergence of computing and communications.

U.S. PBX Market, Installed Base by Supplier, 1982



As the rules stood, AT&T was barred from supplying equipment such as digital PBXs or services which combined data processing and communications, while its competitors were free to do so.

The FCC began wrestling with the policy implications of this technological revolution in the mid-1980s. But after two attempts to redraw the demarcation lines between the regulated world of communications and the unregulated business of computing, it finally abandoned the unequal struggle and declared at the beginning of 1980 that there was no meaningful distinction to be made between them.

### Ruling

The FCC's decision, known as Computer Inquiry Two, exempted from regulation subscriber equipment and communications services which "enhanced" information by means of data processing. The FCC also ruled that AT&T could venture into unregulated mar-

kets, though it must do so through a new subsidiary, separate from its existing businesses.

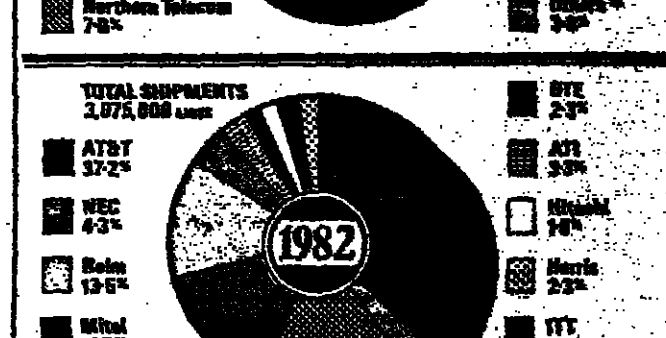
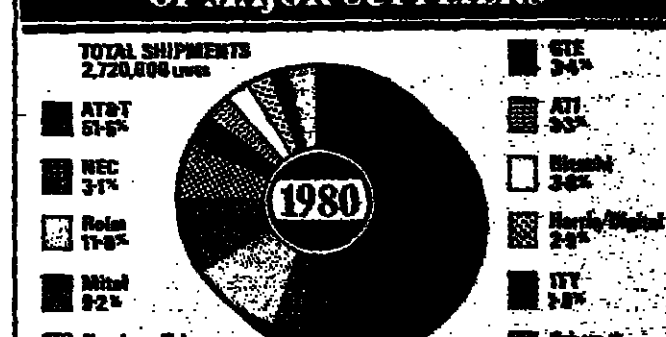
That ruling, however, clashed with the restrictions imposed by the 1956 consent decree. Early last year, AT&T and the Justice Department announced they had agreed on an anti-trust settlement which permitted the company to take advantage of the new freedom offered by the FCC by modifying the earlier decree.

But in return, AT&T was obliged to divest its shareholdings in its 22 Bell System operating companies, which represented about three-quarters of its assets of roughly \$150bn. The companies, which are combining into seven regional groups, were limited to providing service within pre-determined local areas, though they were given the right to market customer equipment, publish yellow pages directories and operate mobile telephone systems.

The Justice Department softened its earlier objectives, however, to allow AT&T to retain virtually intact its long-distance network. Western Electric and Bell Laboratories, its research and development facility, Western and the Laboratories were permitted to serve customers outside the Bell System.

Implementing the divestiture plan—which received final court approval last summer—is proving one of the most massively complex operations in U.S. business history. It entails dismantling a vast quantity of assets, dividing them between the residual AT&T and the seven regional companies and then reassembling them in working order.

THE U.S. PBX MARKET SHARES OF MAJOR SUPPLIERS



double or treble the average household telephone bill. AT&T argues that the advent of competition in long-distance services would have made such repricing inevitable anyway. But it remains politically controversial and the FCC scheme could still be significantly altered by Congress. Equally, parallel plans by the local companies to align their rates more closely with their true costs will

depend on the attitude of state regulators. It may well be some time before it becomes clear how the new system will work in practice. It will almost certainly take much longer to judge whether or not the benefits of the turbulent upheaval which is now engulfing the entire U.S. telecommunications industry outweigh the price being paid for them.

## Industry entering an era of momentous change

CONTINUED FROM PREVIOUS PAGE

petition between companies in formerly separate markets, as International Business Machines moves into telecommunications equipment and services, while AT and T expands into data processing and office information systems.

● The formation of industrial alliances—frequently on an international scale—as manufacturers from different backgrounds, share costs and portfolios of technologies and products, share costs and expand into new geographical markets.

● The increasing emphasis placed by many Governments in both the industrialised and developing worlds on using domestic telecommunications modernisation programmes as platforms for the development of national high-technology industries.

● The growing impact of telecommunications as a competitive factor in many businesses and the spread of sophisticated private corporate networks for voice and data transmission.

All these developments are influenced by—and themselves in turn influencing—important changes in the economic structure of the telecommunications industry. Rapid advances in technology are dramatically shortening product cycles, forcing manufacturers to step up development expenditures and carriers to increase their capital investment budgets in order to remain competitive.

Though the cost of microelectronic components continues to decline, the cost of writing the software needed to make them perform an ever wider range of sophisticated functions is rising at least as fast. Developing a family of digital public ex-

changes today can require an investment of as much as \$1bn, with further spending needed to keep the equipment up-to-date after it enters production.

It is also becoming increasingly difficult to recover such investments through sales to just one national market—even to one as large as the U.S. As a result, telecommunications manufacturers are seeking more and more to broaden their business internationally by means of direct exports, local manufacturing, joint ventures and licensing deals.

### Exports

In the U.S., where the break-up of the Bell System next year will deprive its Western Electric manufacturing arm of a near-monopoly, AT&T is looking overseas for the first time in half a century. It has agreed to set up a joint venture with Philips of the Netherlands to develop and market switching and transmission equipment internationally.

At the same time, foreign manufacturers are expanding into the U.S. Sweden's L. M. Ericsson, Japan's Nippon Electric and Britain's Plessey are among the manufacturers which have embarked on American infere competition in putting vestment programmes intended to secure a larger share of the equipment market.

But much of the world market is still compartmentalised and fragmented by trade barriers and differing technical standards. In those sections of it which are freely accessible, pressure on margins as rival manufacturers battle for orders. Many industry experts forecast that these pressures will lead to a shakeout, which will reduce the number of major switching equipment manufacturers from almost a score to a mere half-dozen during the next decade. The upheaval in the industry



is also posing new challenges for telecommunications policy. Telecommunications monopolies in industrialised countries are having to adapt their practices in response to customer demand for new and more varied services and the mounting levels of investment required to modernise their networks.

In most of the industrialised world, the objective of a universally available telephone service has been largely attained, and the emphasis among carriers is shifting to a

search for new ways to generate revenues from their networks. This has led to the introduction of a variety of new facilities, including packet-switched data communications, telex and videotex information services.

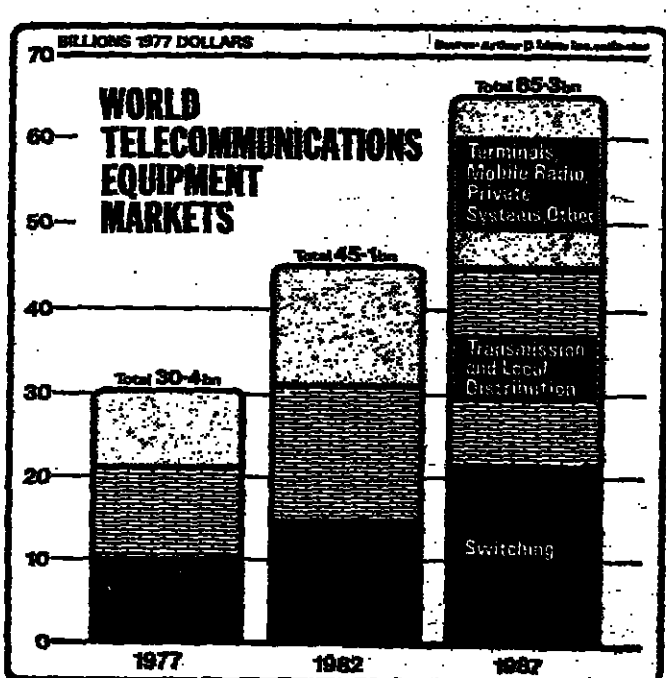
This approach involves risks, however. The demand for services such as videotex is still quite small, and its development requires entrepreneurial market skills which large and bureaucratic monopolies have never had to exercise before. Furthermore, the monopolies

charters require them to operate such services nationwide, while the markets for them may—at least in the early stages—be restricted to fairly specific groups of users concentrated in a few, well-defined areas.

Equally there is the danger that by keeping too tight a grip over the provision of equipment and services, the monopolies will stunt innovation and create supply shortages. Most continental European telecommunications authorities have acknowledged this by liberalising

to varying degrees the rules governing the sale of subscriber equipment, though none has yet extended the same freedom to network services. The Dutch Government is, however, considering liberalisation in this area.

The U.S. and Britain have sought to create more dynamic and innovative telecommunications markets by opting overtly for wide-ranging competition extending to the operation of the basic networks. In the U.S., a large number of rivals has



● Left: TV by telephone aids medicine: British Telecom's slow scan TV (pictures sent in digital form over a telephone network) could revolutionise medical diagnosis in remote areas where travel is difficult. In Britain, Cornwall is proving a pioneer in the field of diagnosis-by-telephone

spring up to challenge AT & T in the long-distance telephone business, while in Britain, a single carrier, Mercury, has been licensed to compete with British Telecom.

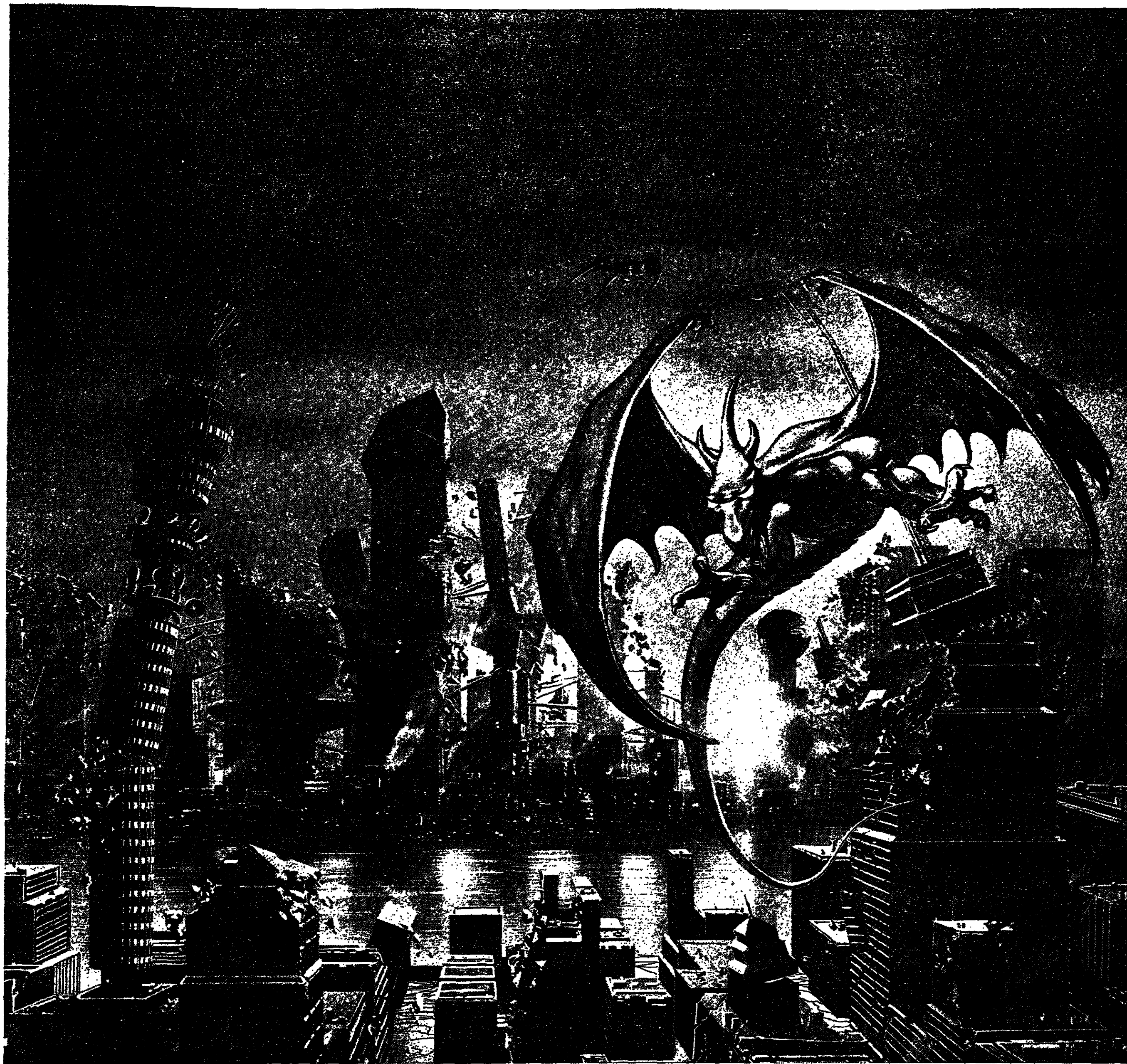
In both countries, the result has been a reduction in charges for profitable long-distance traffic, but at the cost of a cut in subsidies for loss-making local service, which has been subject to politically controversial tariff increases. This rebalancing seems likely to con-

dition, as prices are realigned more closely with costs. One of the key policy issues is now far the traditional objective of universal service can be reconciled in the future with the commercial adjustments required by competition.

The answer may not become clear for some time. In this, as in many other areas, the telecommunications industry is involved in a major experiment. And by definition, the results of experiments cannot be known in advance.

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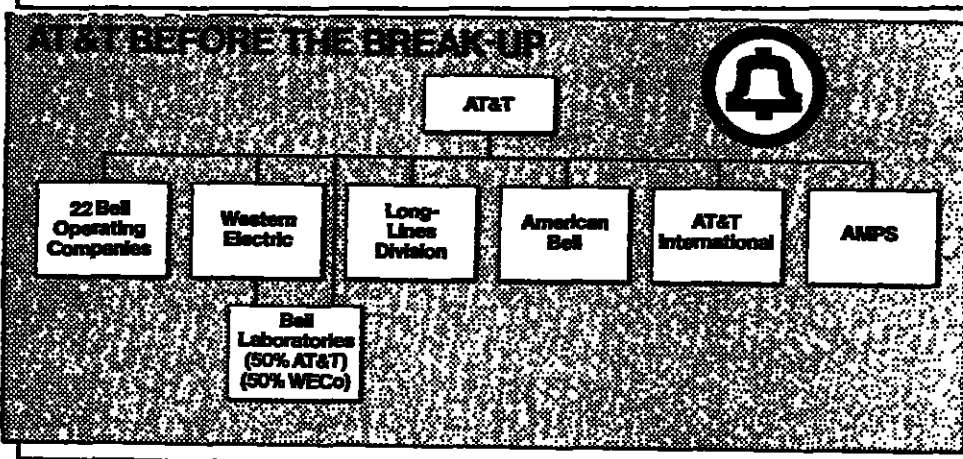
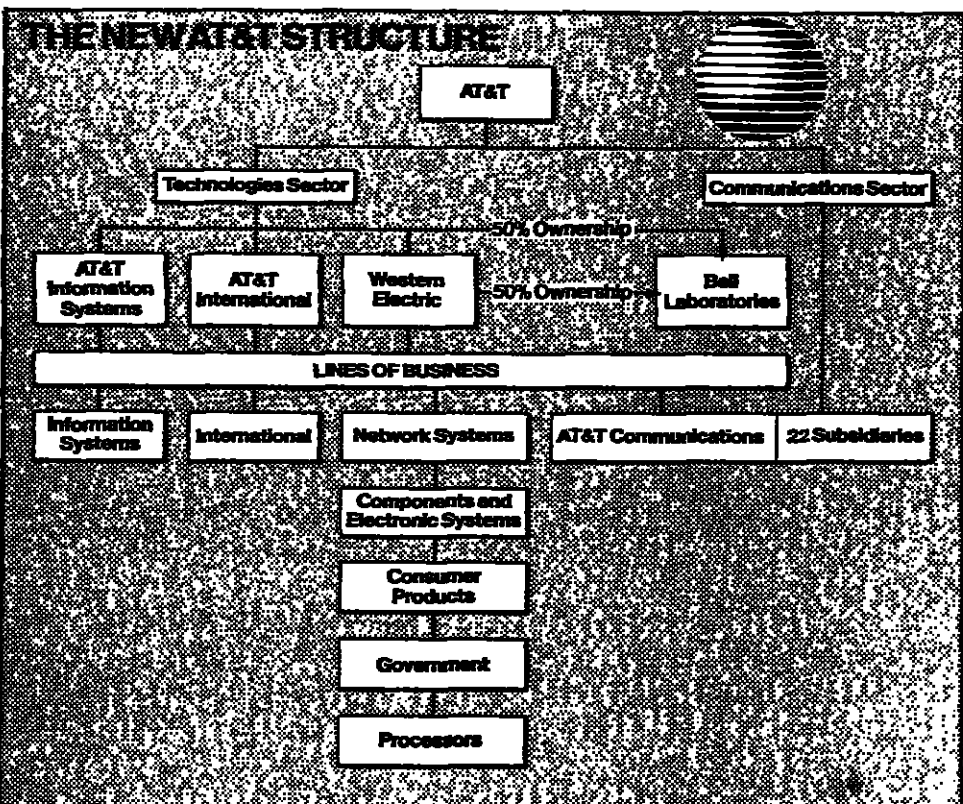
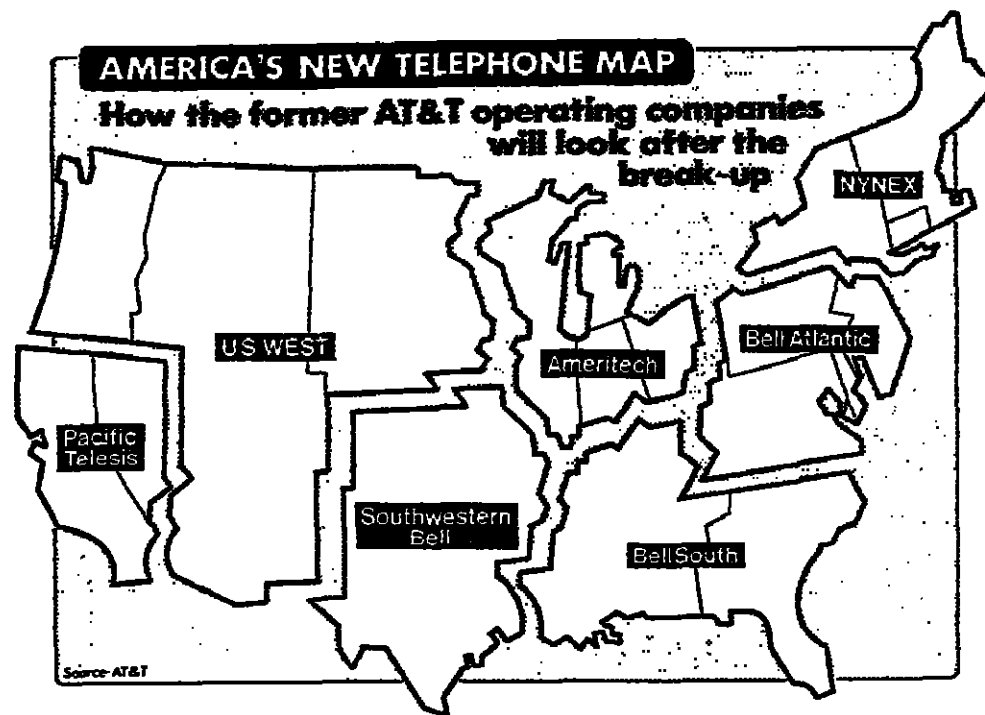
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## WORLD TELECOMMUNICATIONS IV

The company must transform itself from a highly integrated organisation into a more aggressive business geared to market demand

# AT&T goes in search of a new corporate identity



TWO snapshots of a monolith in transition:

The last issue of the Bell Telephone Magazine, AT&T's staff journal, features an article by a professor of sociology on coping with grief. Its purpose: to comfort those employees who are reacting to the imminent dismantling of AT&T with the same trauma and anxiety as at the death of a loved one.

A well-thumbed and heavily annotated copy of "In Search of Excellence" lies on the desk of Mr Charles Brown, AT&T's chairman. The book, by two management consultants, is a study of prominent U.S. companies which have, in the author's opinion, achieved success by developing their own "corporate cultures."

Mr Brown, who has urged his top executives to study the book with care, says: "All its lessons are valuable to us."

Mr Brown and his colleagues face a formidable challenge: to disentangle themselves from the immensely complex business of divestiture which has absorbed most of their attention for the past several years and forge a sense of direction and strategic purpose for the new slimmed-down AT&T.

"We have grasped the nettle and have our destiny in our own hands," he says. "We have served the American people as a mass-utility operation and we are proud of that. What AT&T needs to do now is to provide customer satisfaction on an individual basis."

But AT&T is finding that matching words with deeds is no easy task. Its efforts so far to define a new role as a competitive enterprise have met with a number of setbacks. Many employees seem confused by the rapid changes going on around them and uncertain about the future. Mr Brown admits that the company still faces "a couple of very difficult years" as it adjusts to its new circumstances.

## By Guy de Jonquieres

American Bell, the subsidiary which AT&T set up to supply deregulated equipment and services, got off to a particularly unfortunate start. After spending \$30m earlier this year to publicise the new venture—the largest advertising campaign in U.S. history—AT&T was told by the judge in the anti-trust trial that it could no longer use the Bell name. The subsidiary was hastily renamed AT&T Information Systems (ATTIS).

A further blow was the abrupt resignation last summer of Mr Archie McGill, the abrasive and controversial head of American Bell's largest division, Advanced Information Systems. Mr McGill, a former top marketing man at IBM, had played a leading role in preparing AT&T for competition and helping it build up a 6,000-strong sales force and customer support services.

Mr Charles Marshall, president of ATTIS, concedes that the unit performed sluggishly in the first few months after it entered business at the beginning of this year. "We didn't exhaust our customers' patience,



CBS and the American Telephone and Telegraph company are participating in a joint field test of an electronic home (videotex) information system in Ridgewood, New Jersey. The test system will provide a combination of news, information, shopping and banking transactions via display terminals in the home

but we tested it," he says. Now, he insists, things are going better. He says that orders for a recently-launched FAX, System 85, match this year's planned production capacity (though he won't give any figures) and forecasts strong demand for Net 1000, a sophisticated data network, when it is introduced commercially next year.

Wall Street analysts estimate, however, that ATTIS will lose \$500m to \$1bn this year, and many observers believe that it has a long way to go before it makes a real impact on the market. "It really hasn't developed into anything yet, it's certainly not a force," says Mr Gerald Ely, director of technology at financial services group Merrill Lynch.

AT&T executives complain that their task is made harder by restrictions imposed by the Federal Communications Commission (FCC). By requiring the company to keep ATTIS as a self-contained subsidiary, the rules mean that AT&T must maintain separate sales forces for ATTIS and for its long-distance services.

ATTIS' access to Bell Laboratories' huge research and development resources is also limited, and it has no manufacturing facilities of its own. Furthermore, AT&T's long-distance operations, which will provide most of the company's income after the break-up, are still subject to much more stringent regulation than its competitors.

The purpose of the curbs is to prevent AT&T from tripping on its competition. But senior executives argue that

such safeguards have been made unnecessary by the decision to break up the company and indicate that they will lobby vigorously to have them removed once divestiture has been completed.

The nub of the challenge before AT&T, however, is to transform itself from a highly integrated organisation, many of whose parts dealt only with other sections of the group, into a commercially more aggressive business geared to market demand. In the past, for instance, its huge Western Electric manufacturing arm, which had a turnover of \$12bn last year, has sold equipment only to customers within AT&T.

But its near-captive market among the Bell operating companies will be opened to wider competition after the break-up, and it needs to win new customers. AT&T is already selling telephones through retail chains in the U.S. and has set up a joint venture with the Dutch Philips group to market switching and transmission equipment internationally.

Western also plans soon to start selling part of its vast semiconductor production on the open market, while AT&T has teamed up with home computer manufacturer Coleco to transmit videogames down the telephone line.

To equip itself to handle these increasingly diverse areas of activity, AT&T has undertaken a major corporate restructuring in the past few months. Until now, its operations have been organised by

function—such as manufacturing, research and development. The objective in the future is to organise by product and market.

Half-a-dozen "line of business" (LOB) units have been created to handle major businesses including components, computers, consumer products, network systems and U.S. government customers. According to Mr Victor Pelton, an AT&T vice-president supervising the restructuring, each unit is intended to be in charge of its own product development, manufacturing and marketing.

The different AT&T units are also likely to compete increasingly with each other—much as the former Bell operating companies—for the same customers. Western Electric has already signed equipment supply contracts with several of the operating companies, which will be free to enter the market from the start of next year.

Most industry observers believe that Western is bound to lose some custom from the operating companies in the future. Whether it can generate enough new business to offset elsewhere to avoid retrenchments remains to be seen. It has already laid off 17,000 staff in the past year and has announced plans to close three of its 32 plants.

Senior managers admit that their new battle plans are still in the experimental phase and has yet to be tested in action. But they insist that they are prepared to adapt pragmatically. "If anything in this structure doesn't work, we're going to change it," says Mr Pelton. "We're not going to let corporate boundaries interfere with business."

## Decentralisation

The internal operations of Western Electric and Bell Laboratories are being reorganised to create groups which are directly answerable to the needs of the LOB units. Several of Western's factories are also being dedicated specifically to the needs of particular LOBs.

How well the new system will work remains to be seen. On paper, at least, it appears to be a somewhat unwieldy compromise which aims to decentralise responsibility to the LOBs without jeopardising the integrity of Western and Bell Laboratories. The organisation chart is criss-crossed by a web of management reporting lines. "It is hard to tell who is ultimately responsible for what product," says one industry expert.

It is also uncertain how closely ATTIS and the other

The divestiture of the Bell operating companies will create new opportunities and challenges, reports Guy de Jonquieres

# U.S. equipment market on verge of another shake-out

THE U.S. telecommunications equipment market, which has already moved a long way towards more open competition during the past decade, is on the verge of another big shake-out which will create both opportunities and challenges for American manufacturers and an increasingly large number of overseas companies.

The break-up of the Bell Telephone System at the start of next year will sever the close links between American Telephone & Telegraph and its 22 local Bell operating companies and throw open a vast market which has hitherto been dominated by Western Electric, AT&T's manufacturing unit. At the same time, the divested local companies will be free, after a one-year court-ordered hiatus, to re-enter the business of supplying subscriber equipment to the public.

The stakes are high. The total U.S. telecommunications equipment market last year is estimated at about \$30bn. Of that, about \$12bn was accounted for by Western Electric, the world's largest telecommunications manufacturer, which has until now been permitted to sell only to other parts of AT&T.

In future, the operating companies, which are being organised into seven large regional groupings (ROCs), seem certain to cast their net well beyond Western in an effort to secure a wide range of up-to-date equipment at competitive prices. "We see them looking at just about everyone on the marketplace," says Mr Desmond Hudson, president of the U.S. subsidiary of Northern Telecom, Canada's biggest manufacturer.

Indeed, the ROCs have already started to demonstrate their independence. U.S. West, the group serving the north-west and mountain states, has placed orders for subscriber

equipment worth \$100m with Japan's Nippon Electric (NEC) and two young American suppliers, TIE and Zitel, as well as with Western. Pacific Telephone and Telegraph also has orders worth up to \$100m with TIE, ITT, Northern Telecom, Comdial, AT&T, and American Telecom, part of Japan's Fujitsu.

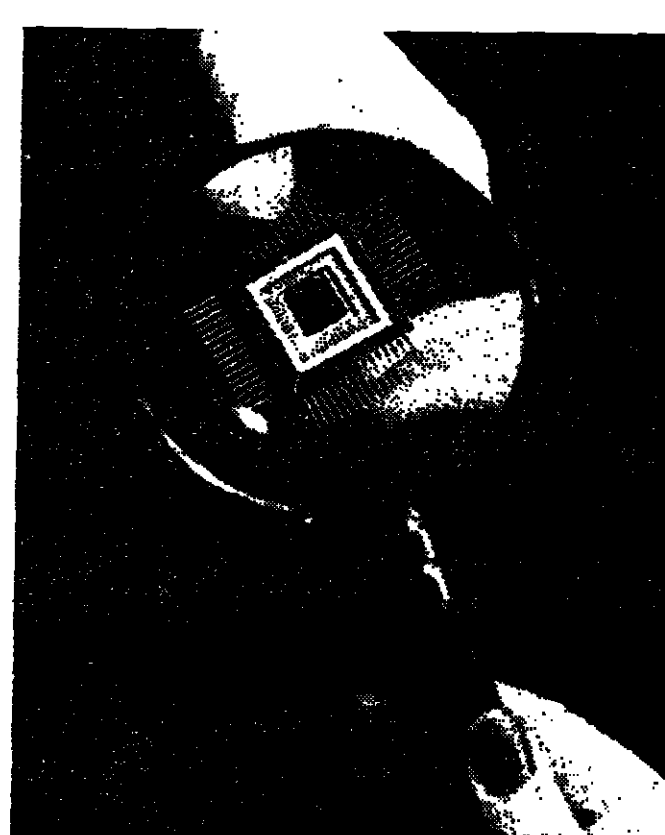
By no means all the ROCs have yet committed themselves to marketing subscriber equipment, and those which have are being selective about the types of product they buy. Few, for example, are expected to offer simple telephones, now low-margin commodity items which are supplied increasingly through retail stores. Many manufacturers, such as Northern Telecom, expect to sell in future through their own direct sales forces and independent distributors as well as through the ROCs.

## Restrictions

Competition has been growing steadily in the U.S. since 1968, when the landmark Carterfone decision legalised the supply of non-AT&T equipment to Bell System subscribers. Today, almost a score of manufacturers are contesting the market for private branch exchanges (PBXs), and several dozen are battling for sales of smaller key systems.

Though AT&T remains the single largest supplier of PBXs, it accounted for less than 38 per cent of new lines installed last year, according to market research firm International Data Corporation (IDC). Some industry experts estimate that its share will plummet further this year, to as low as 20 per cent, amid customer confusion about the forthcoming break-up.

Regulatory restrictions designed to keep AT&T out of the data processing business have prevented it until recently



from exploiting the shift from traditional analogue PBXs to computerised digital systems, which in their most advanced form can switch both voice and data. That has left the market for larger PBXs wide open to manufacturers of digital systems such as Northern Telecom and Rolm, while Canada's Mitel, among others, has successfully exploited AT&T's competitive weaknesses further down the product range.

Since it was freed to enter unregulated businesses at the start of this year, AT&T has been scrambling to update its product line. But customer response to its first major product launch, a digital PBX called System 85, has been lukewarm. "Many people have been leery about System 85," says Mr Charles Robbins of IPC. "It was a very, very weak product announcement."

But the battle is far from over yet. AT&T's marketing push is expected to intensify competitive pressures which have driven PBX prices down by as much as

30 per cent in the past 18 months. Several manufacturers, notably Datapoint and Rockwell, have decided to withdraw from the business, and others may follow.

Another new factor, whose significance cannot yet be accurately predicted, is the impact of International Business Machines (IBM) earlier this year purchased a minority interest in Rolm. The alliance seems certain to strengthen Rolm's market position and paves the way for IBM's deeper involvement in

office information systems. AT&T still has an important card up its sleeve, however, in the shape of the roughly \$10bn worth of subscriber equipment in use by Bell System customers. This equipment is due to become the property of its unregulated Information Systems subsidiary (ATTIS) from the start of next year and will be offered for sale to users. If, as expected, many customers take up the offer, they will both provide AT&T with a sizeable injection

of cash and reduce the market available to its competitors. Nonetheless, AT&T undoubtedly faces a struggle if it is to rebuild the comprehensive distribution network provided by the Bell operating companies in the past. Though ATTIS has a 6,000-strong sales force, it is taking time to get organised and still lacks a wide enough range of attractive products, in the view of many industry observers. Moreover, some ROCs may be unwilling to distribute Western Electric equipment if it is already being supplied through ATTIS.

Important changes are also expected in the ROCs' purchasing policies for switching and transmission equipment for their public telephone systems. The 22 local companies have been spending about \$5bn a year on switching equipment, most of it procured from Western Electric.

This level of investment may have to rise in the next few years if the local companies are to fend off the threat of competition to their local monopolies. The Federal Communications Commission (FCC) has authorised a number of applicants to build their own local communications systems which by-pass the telephone companies' networks in some cities.

To remain competitive, the Bell System companies will probably have to accelerate the installation of modern digital equipment, which can handle both voice and high-speed data traffic. At present, less than 5 per cent of the entire AT&T switched network is digital, and less than 10 per cent of Bell System telephones are served by electronic local exchanges.

No independent manufacturer is probably better placed to exploit this demand than Northern Telecom, which has already profited from Western

Electric's delay in developing a digital local switch. Northern Telecom has already won switching orders worth about \$1bn in the U.S., and its DMS exchange family has been blessed with official technical approval by AT&T. This year, Northern Telecom expects the U.S. to account for more than two-thirds of its digital switching revenues.

## Foothold

GTE also supplies switching equipment in the U.S., though it has sold little outside its own operating companies so far. ITT hopes to find U.S. customers for a modified version of its System 12 digital exchange, which was developed in Europe, while Britain's Plessey recently acquired a foothold in the market by buying the public-switching business of Stromberg-Carlson, an old-established U.S. manufacturer.

Strong demand is expected for network equipment and terminals for the new generation of computer-controlled cellular mobile radio systems, which are due to enter service in many U.S. cities in the next few years. A number of manufacturers are competing for this business, including Sweden's L. M. Ericsson, Japan's NEC and Western Electric, Motorola, Harris, ITT and GTE of the U.S.

The surge of competition in the long-distance telephone business is also providing a boost to equipment suppliers as AT&T's smaller rivals invest heavily in modern inter-city networks. The biggest of them, MCI, expects to spend at least \$1bn annually for several years to build new capacity and recently placed a sizeable switching order with Ericsson.





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## WORLD TELECOMMUNICATIONS VIII

Britain's programme to liberalise telecommunications: Guy de Jonquieres examines the progress achieved so far

## UK plan has far-reaching objectives

IT IS just over three years since Sir Keith Joseph, then Industry Secretary, announced that the British Government intended to remove the Post Office's traditional monopoly over the provision of telecommunication services and throw the market open to wider competition.

Sir Keith had three broad objectives: to stimulate the growth of a more vigorous, innovative and entrepreneurial supplier industry; to boost the British economy by providing users with a wider freedom of choice and a technologically advanced and efficient communications infrastructure; and to sharpen the performance and commercial aggressiveness of the Post Office's telecommunications business (later split off and renamed British Telecom).

His decision was, and remains, without precedent in Western Europe. Since it was announced, the policy framework within which the British telecommunications industry has functioned for most of this century has been radically transformed. A phased programme of liberalisation set in train and the foundations laid for a new system of regulation.

Today, the Government is preparing to take its radical action a stage further by selling 51 per cent of British Telecom (BT) to private investors. The sale, planned for the autumn of next year, is expected to raise about £100m and would be by far the largest equity flotation made in Britain.

## Progress

How well has Britain's experiment gone in practice? Among its most positive results to date is, undoubtedly, the change of attitude within BT. The organisation—or at least its senior management—has reacted to liberalisation with an enthusiasm and aggressiveness which would have been hard to credit even two years ago. Indeed, the vigour of its response far outpaces the extent of the immediate competitive threat to its business.

BT has launched a wide range of new competitive products and services, ranging from microcomputers to electronic mail, and accelerated the introduction of network enhancements such as high-speed digital circuits. It has

also set tougher terms for its traditional suppliers, such as GEC and Plessey, forcing them to slash their prices for products such as the Monarch PBX and to compete for System X, Britain's family of digital public exchanges.

BT has begun to take long overdue action to install proper financial and management controls and has set about dividing its main lines of business into profit centres. It still has a long way to go, however, its public network is burdened with much obsolete equipment. It is handicapped by a history of poor labour relations and bureaucratic attitudes are still widespread among middle and lower levels of management.

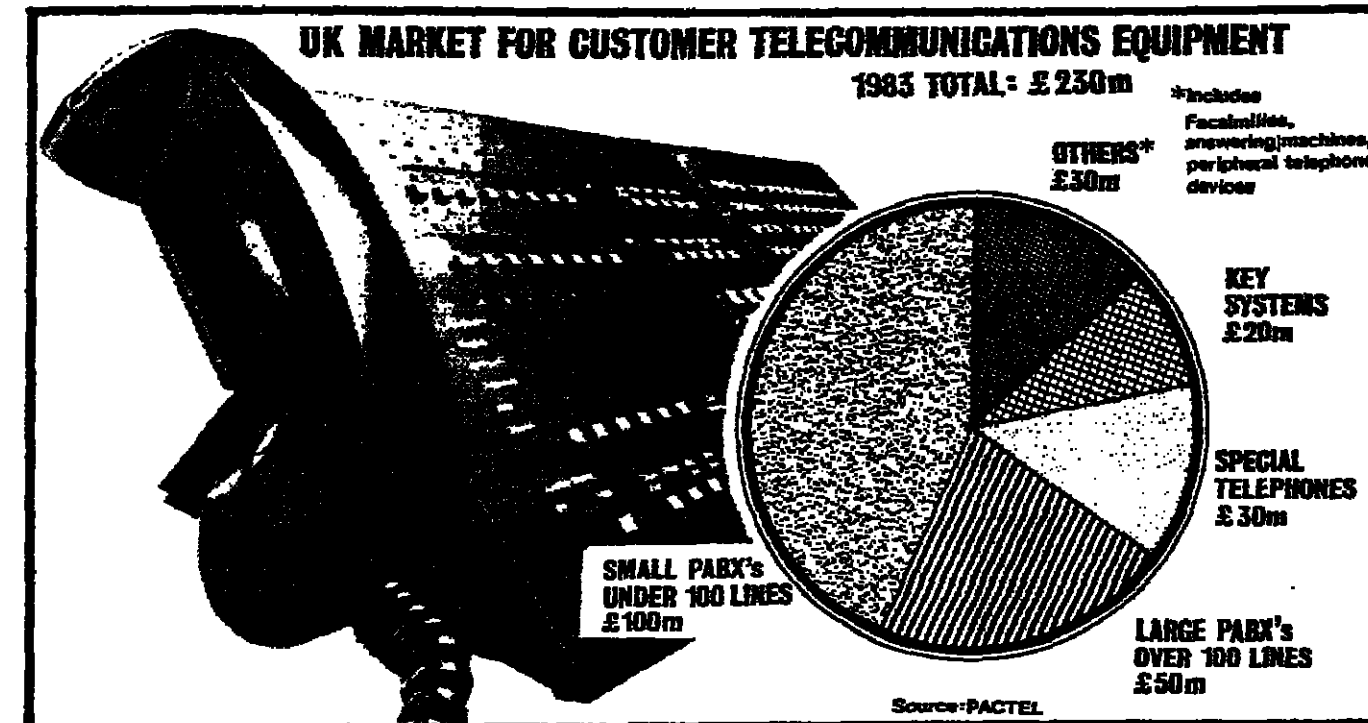
The opportunities offered by liberalisation have also attracted fresh investments in Britain's telecommunications industry, particularly from overseas. Canada's Mitel has a large, modern factory in South Wales, and Northern Telecom, also of Canada, recently announced plans to start manufacturing in the UK.

## Joint venture

GTE, the largest American independent telecommunications company, has formed a joint venture in equipment with Ferranti, while Motorola, also of the U.S., is enlarging its radio communications production in Britain. Plessey, by contrast, has responded to the growth of competition at home by expanding in the U.S. through acquisitions and alliances, in a bid to become a world-scale manufacturer.

But in many other respects the Government's new policies are taking time to bear fruit. Though supplies of certain products, notably modems and telex machines, have improved significantly, equipment such as telephone sets has been slow to go on sale in large quantities and at competitive prices. Cordless telephones, for instance, sell in Britain for about £170 each—against \$70 or less in the U.S.

Moreover, BT faces no serious challenge as the principal UK distribution channel for subscriber equipment. Its vast purchasing power makes it a valued (and feared) customer, and many suppliers are clearly reluctant to risk its displeasure by competing directly against it



in the market.

During the past two years, the Government has been forced to intervene repeatedly to prod the equipment approvals process along. Initially, and until independent procedures for writing standards and testing equipment were established, it gave BT responsibility for testing competitive products. The arrangements gave rise to considerable recrimination between BT and equipment manufacturers, the former objecting that it was oversteering and the latter complaining about foot-dragging.

The independent procedures are now in place, but by late September only one product had been approved through them. All the 250-odd other items certified for competitive sale have been processed under improved schemes operated by the Department of Trade and Industry, which has discriminated in favour of UK-based manufacturers.

Mercury, the only company authorised so far to operate an independent communications network in competition with BT, is still in its infancy and has had to fight something of an uphill battle to date. BT has slashed its own tariffs for long-distance transmission—the market in which Mercury expects to make most of its money—and Mercury is also having to contend with a campaign of disruptive resistance waged by BT's main unions.

Mercury has the support of three well-heeled backers, Cable and Wireless, British Petroleum and Barclays Merchant Bank. But it seems unlikely to make much more than a small dent in BT's business before the end of this decade, and even in the longer term expects to capture only a modest share of the total market.

## UK SUBSCRIBER MARKET: SOURCES OF SUPPLY

Equipment type	Supply	Installation	Maintenance
First telephone	BT	BT	BT
Other telephones	BT/Private	Supplier	Supplier
PABX	BT/Private	Supplier	BT*
Telex terminals	BT/Private	Supplier	Supplier
Modems	BT/Private†	Supplier	Supplier
Facsimile terminals	BT/Private	Supplier	Supplier
Teletex terminals	Private	Supplier	Supplier
Videoex terminals	Private	Supplier	Supplier
Mobile telephones	Private/BT‡	Supplier	Supplier

\* With the exception of digital SPC exchanges installed after liberalisation.  
† Modems operating at 2400 bps and above.  
‡ BT markets on behalf of the supplier. Siemens. It does not purchase them from the manufacturer.  
§ BT Emerald markets radiotelephones.

Source: Logica.

Thus, BT, though legally deprived of its monopoly, continues in practice to tower over most areas of the telecommunications market. Indeed, one of the inherent problems in the Government's policy so far has been reconciling its desire to press BT to be more efficient and aggressive (thereby reinforcing its market domination) with the objective of encouraging a wide diversity of market participants able to compete on reasonably equal terms.

This dichotomy is likely to be further highlighted as plans proceed for the sale of shares in BT. Officially, the Government argues that privatisation is a logical extension of liberalisation. But it faces a delicate task in striking a balance between maximising the sale proceeds and the broader aims of its telecommunications policy.

BT's appeal to investors will depend critically on the regula-

tory framework within which it will be required to operate after privatisation. The two principal regulatory instruments will be BT's licence (to be published this month) and a formula which will peg its tariff increases for certain services below the annual inflation rate.

The licence will spell out BT's obligations to provide universal service and to continue unprofitable but socially desirable services such as emergency calls. The exact workings of the tariffing formula have yet to be decided.

The Government plans to create an Office of Telecommunications (OfTel) to ensure fair competition. It will have powers to investigate abusive practices and to direct offenders to take corrective action.

BT and prospective investors would clearly prefer the tightest possible regulation, so that

## MAJOR DEVELOPMENTS IN UK TELECOMMUNICATION

A chronology of major developments in UK telecommunications policy:

September 1977: Government sets up a committee to restructure the Post Office, along with those recommended by 1977 Carter Committee report and to review its monopoly.

July 1980: Sir Keith Joseph, Industry Secretary, announces intention to curtail Post Office monopoly over the supply of subscriber equipment and network services and to consider competition in transmission systems.

November 1980: Government publishes Telecommunications Bill, seeking authority to split the Post Office into two separate organisations, one dealing with posts and the other (British Telecom) with telecommunications.

The Bill would give the Government wide powers to license private competitors to supply, install and maintain subscriber equipment and to supply network services. Government would also be authorised to license competition in network services and provision of circuits.

Responsibility for approval and certification of subscriber equipment to be transferred in stages from the Post Office to independent bodies.

April 1981: Government publishes independent report by Professor Michael Heslop of London Business School on network services. It calls for wide freedom for private sector to lease capacity and offer "value added" services on British Telecom's domestic and international circuits, and for approval of competitive transmission networks.

June 1981: Cable and Wireless, Barclays Merchant Bank and British Petroleum announce joint plan to build and operate an independent national communications system to be called Mercury.

July 1981: Government announces intention to allow private suppliers to offer "value added" services on British Telecom networks but rules out straight resale of bulk circuit capacity.

October 1981: Post Office formally split into two parts, telecommunications and postal services. The telecommunications part is to be called British Telecom.

November 1981: Government steps into to speed up competitive sale of subscribers equipment by setting up its

own special certification programme and allowing free supply of telephone already available from British Telecom. It also announces for and thereafter, calling for full liberalisation of all equipment by July 1982.

February 1982: Mercury consortium receives licence to build and operate independent communications network.

June 1982: Government announces plans to licence two competitive networks to operate cellular mobile telephone services nationally from 1984.

July 1982: Government introduces White Paper providing details of its plans for British Telecom. It sets out investment and creation of an Office of Telecommunications (OfTel) to regulate the industry.

October 1982: House of Commons approves Liberal policy to encourage the development of privately financed multi-channel cable television systems.

## Recommendation

February 1983: Government accepts recommendation of a report by Professor Stephen Littlechild that for the first five years after privatisation, British Telecom's tariff increases for selected services be pegged below the inflation rate.

Government also announces intention to establish British Telecom's monopoly over its customers' telephones and to allow resale of British Telecom circuit capacity for value added services.

Government also announces intention to establish British Telecom's monopoly over its customers' telephones and to allow resale of British Telecom circuit capacity for value added services.

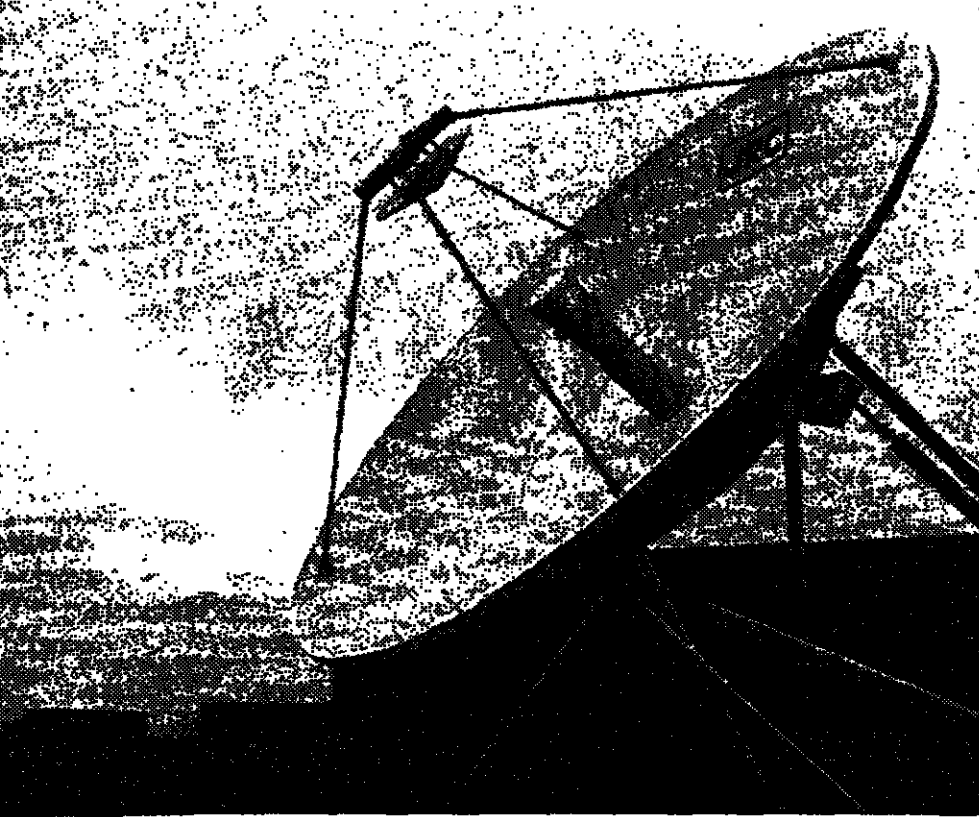
April 1983: Mercury telecommunications service launched, initially in City of London.

April 1983: Government announces outline of cable television policy, providing for creation of a regulatory body and laying down broad standards for good taste and technical quality.

July 1983: Legislation to authorise sale of British Telecom reintroduced in largely unchanged form following general election. Government pledges to offer British Telecom in investors as a single entity and afloat in the autumn 1984.

British Telecom's service to be published before the end of this year.

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Cable and satellite technology opens up ever-widening new horizons

## A boon for business services

SATELLITE TECHNOLOGY is flying high in the UK telecommunications market. Satellites already in orbit, and others much more powerful to be launched in the next few years, will help to meet the continuing increase in international traffic.

They will also encourage an expansion of specialist business services such as facsimile transmission and video-conferencing and provide extra back-up for the terrestrial system during a period of transition to an optical fibre network.

Satellites will also feed pictures to the headlines of new cable networks and will enable the BBC to launch a direct broadcast by satellite (DBS) service to homes scheduled to begin in 1985.

For Mercury Communications, which has been given the task of being a private sector competitor of British Telecom, the flexibility and speed of the service links should make it a little easier to establish itself in the market place.

Satellites have become increasingly important for UK telecommunications across the Atlantic and to other parts of the world because reliable links of satellites and undersea cable have moved much closer together.

The launch and equipment costs of satellite may be high, but the extra power and channel capacity on modern "birds," BT says, is beginning to make the costs compatible with submarine cable. Cable, however, has a design life of 25 years as opposed to around seven for a satellite, and is more secure.

Intelsat, the international satellite organisation, has a total capacity of about 25,000 two-way telephone circuits of which Britain's share is around 6,000 circuits. Use is growing at the rate of 21 per cent a year.

Because of this growing traffic five new telecommunications satellites costing more than £350m were ordered last year.

The new Intelsat VI satellites, due in service by 1987, will each be able to carry 32,000 phone calls at once as well as several television pictures.

In Europe, the European Communication Satellite (ECS) series—the first of which was launched successfully in June by the European space rocket Ariane, will also provide an

extension of services for telephone, television and specialised commercial services. According to a recent survey of the European telecommunications market by Logica, approximately one-third of all intra-European circuits exceeding 800 kms will be carried by ECS by 1986.

Although such satellites will clearly give British Telecom a great deal of security and flexibility in meeting the rise in demand for international phone lines BT is also pinning a lot of its hopes on an expansion of business services.

BT hopes to launch its new SatStream service, which will offer users digital links between their offices in the UK and Europe, in the middle of next year.

The service will use satellite capacity on both the European Communication Satellite and the French domestic satellite Telecom I. Internal company speech, facsimile, video-conferencing and high-speed data will all be sent in a single digital stream and picked up on small dish receivers on the roofs of corporate headquarters.

Trials have already been held between the Financial Times' London headquarters and the printers of its international edition in Frankfurt. BT believes the SatStream service will be the first of its kind in Europe.

"It is a totally new service, so there is no demand because the product does not exist yet," BT said.

The organisation believes that the potential, however, is great. Independent market research has indicated significant demand for such European business satellite services using small dish earth stations.

BT's membership—with GEC-Marconi and British Aerospace—in the Unisat consortium due to build the BBC satellite broadcasting system will also increase its business data capacity.

The satellite will have two spot beams, one focused on Europe and one on America, allowing transatlantic communication.

For BT, with an established terrestrial telecommunications network covering a relatively small country the thrust of its effort in the new technologies of satellite and cable is largely

international. But in Britain BT will be leasing existing transponder capacity on behalf of programme providers wanting to use low power satellites to distribute their programmes to local cable operators.

The situation here, however, was changed recently by the decision of Mr Leon Brittan, the Home Secretary, to allow independent television to have two DBS channels.

Companies outside the traditional structure of independent television can apply for franchises and Goldcrest Films and Television, which has put together a premium movie channel consortium, for example, has expressed an interest in bidding for DBS capacity.

BT is also likely to be the cable network provider in a number of the pilot franchises due to be announced by the Government some time in November.

The multi-channel cables used to carry programming and interactive services into the home are however unlikely to carry BT's normal telephone traffic in the foreseeable future. The existing telephone wires, wrapped up in a separate plastic cover, will continue to be used.

The view of satellite and cable for domestic voice services is rather different at Mercury. The consortium put together by Cable and Wireless, British Petroleum and Barclays Merchant Bank.

Mercury hopes to make an early entry into the transatlantic trade on Intelsat V and has ordered an 18 metre receiving dish from Marconi.

Planning permission has been applied for at several sites. The favourite at the moment is an old quarry in Oxfordshire. The site has the dual attractions of obscuring the visual impact of the dish for local people while protecting the equipment from microelectronic interference.

The company is also keeping a flexible approach to the use of satellite to bring its telephone services to cities such as Glasgow. Satellites may be used to bridge the gap until the main fibre optic trunk routes planned

to link Britain's major cities are in place.

A number of applicants for pilot cable franchises are believed to have written in Mercury as a telephone operator in their applications to the Government.

Should any of those applicants be successful in being awarded one of the 12 pilot franchises, Mercury will send a portable satellite receiver dish to the area. This would enable a rudimentary telephone service to be established at least in a few areas within 12 months.

Mercury would like to use the expansion of cable as a relatively easy way of setting up a local telephone network. Voice and data communication would be offered as an optional extra on top of entertainment television services at least initially having to install another telephone as well as their BT receiver.

Mercury plans to offer local cable operators "distributorships" for local telephone services. This could include the right to sell telephones and other equipment.

Mercury studies suggest that the addition of telephone service would enable many cable operators to break even more quickly and, it is claimed, could contribute as much as 30 per cent of net profits after 10 years.

Away from the impending commercial battle between BT and Mercury a number of companies are already offering specialist services by satellite.

Visionews, the international television news agency recently announced a joint venture with British Telecom International and Western Union called Bright Star. It gives Visionews its own transatlantic satellite link.

In a similar move earlier this year, though for data and documents rather than television pictures, a London subsidiary of the U.S. printing company, R.R. Donnelley, introduced a satellite service. It was primarily intended for the transmission of time-sensitive documents, but is also used to send the Economist magazine to printers in the U.S.



## WORLD TELECOMMUNICATIONS IX

Privatisation has meant a major reorganisation in management structure, says Jason Crisp

## British Telecom: radical changes ahead

AFTER DECADES of cautious evolution British Telecom has been shaken to its bureaucratic core by a number of radical changes that have been forced upon it mainly by the Government. Only its U.S. counterpart, the giant American Telephone and Telegraph, could claim to be undergoing more dramatic changes.

In the past four years, the old Post Office has been split into telecommunications and mails with GPO. The telecommunications arm, renamed British Telecom (BT), has been stripped of its statutory monopolies, is implementing a major internal reorganisation and now faces privatisation in the largest-ever sale of state assets in the UK.

The prospect of privatisation has provoked a series of labour disputes with its largest union, the Post Office Engineering Union (POEU).

As a result of competition and privatisation, BT has begun a major reorganisation of its management structure. And it has been rapidly introducing new products and services, and been rebalancing tariffs to deter potential competitors.

In addition, it has become a much more cost-conscious purchaser and has started, slowly, to reduce the number of staff in its bureaucracy.

Since the Conservative Government was first elected in 1979, it has made British Telecom the subject of two major pieces of legislation, the British Telecom Act 1981 and the British Telecommunications Bill which is just entering the committee stage.

The original legislation began comparatively modestly with a proposal to split up the Post Office and to liberalise some of the telecommunications monopolies.

The original plan to split the Post Office in two had originally been proposed in the Carter report. The liberalisation stemmed from frustration at the extraordinarily poor service from BT, partly a hangover from labour disputes, and an admiration for the developments in the U.S.

But even as little as three years ago, BT top management did not believe it would ever face competition with its basic network, which like many other telecommunications authorities around the world it believed was a natural monopoly.

But gradually that argument was lost and the Department of Industry licensed a single network competitor, Mercury, a consortium of Cable and Wireless, BP and Barclays Merchant Bank.

Scarcely had that blow-in BT's minds—settled in when it became clear that the Conserva-

tives such as leased lines and a range of new digital services such as KiloStream and SatStream. Local Communications Services looks after the local networks and the 61 local areas are being turned into profit centres.

● British Telecom Enterprises, consisting of four independent profit centres:

● Consumer products: As part of its response to competition BT now sells telephones—previously they could only be rented. BT has extended its range of products, including the first legal cordless telephone to be available in the UK.

BT has also introduced plugs and sockets as part of the liberalisation process which also enables other vendors of telephone instruments to be readily connected to the network. It has also set up a number of retail outlets from its own phoneshops to major chains, such as Boots and Greens.

● Merlin, which sells equipment to business. Products include FAXes, teleprinters and wordprocessors. Merlin is to take British Telecom into the new markets for office automation equipment.

● Information Services, which includes Yellow Pages directories and Prestel, BT's videotex service.

● Spectrum, which offers a range of value-added services. One of the few areas where BT faces competition and does not already dominate the market.

Spectrum, formed at the end of 1981, took over BT's existing radiopaging and mobile radio services. New services being introduced include an electronic mailbox, a telephone answering service, and security services.

● Major Systems. The division is the major purchasing division of BT and is responsible for buying main exchange and transmission equipment. One of the most significant changes in BT, as a result of liberalisation and with the prospect of privatisation, is a tougher approach to procurement.

Competitive pressures means that BT is gradually becoming less reliant on its traditional suppliers and is much tougher on prices. Although it still has a buy-British policy it is more willing to look overseas than before.

The most dramatic example was a change in ordering of

System X, Britain's digital public exchange system.

For many years, the development had been a four-way project between BT's research labs at Martlesham and the three traditional main suppliers, Plessey, GEC-Telecom, and Standard Telephones and Cables.

Considerable delays and mounting costs resulted in bitter recriminations. Major Systems—after considerable government involvement—re-organised System X development.

Plessey was made lead company for the development of System X, with GEC as a subcontractor. STC was dropped but awarded a large and highly profitable contract for TXB4A, an earlier generation of exchanges.

At the same time, BT hinted that it would consider buying

up to 30 per cent of its requirements for main exchanges from other suppliers if the British companies failed to deliver on time and at the right price. It is not clear at this stage how serious a threat this is. But a number of companies would be exceptionally keen to capture part of the UK market.

## Joint venture

The leading contenders are thought to be: LM Ericsson of Sweden which has a joint venture in the UK with Thorn EMI, knows the UK well and has supplied to large international exchanges to BT, Northern Telecom, the Canadian company which has recently announced a major investment in the UK and has sold exchanges to AT&T in the U.S., STC, with ITT's System 12 and possibly Philips/AT&T

with SESS.

● British Telecom International: By far the most profitable part of BT. The division is responsible for all international activities from satellite communications to international telegrams.

To date, BT has faced little effective competition. Comparatively little new telecommunications has come onto the market, partly because most of the UK companies in the field depend upon BT as one of their major customers. Mercury, the new network, is scarcely in operation, with just a handful of microwaves communications links in London.

In preparation for Mercury, BT has cut the tariffs on a number of busy intercity routes where there is a high volume of traffic. And earlier this year BT also cut the rates on international calls.

## BRITISH TELECOM

(Year ending March, 1983)

Turnover	£6,377m
Retained profit	£365m
Capital investment	£1,596m
Return on capital employed at replacement cost	5.8 per cent
Borrowings	£3,395m
Research and development	£172m
Telephones	28.45m
Exchange lines	18.96m
Employees	245,976

BT now is preparing itself for privatisation. The Government intends to sell 51 per cent of BT's equity next autumn, for it is widely held to be about £1bn. It will be the largest sale of state assets by the Government.

In the last financial year, BT made a pre-tax profit of £365m, after supplementary depreciation of £226m, on a turnover of £6,377m.

As part of the privatisation process, BT will be granted a

licence to operate the UK telecommunications service. This licence will establish BT's commitments to provide unprofitable services such as public call boxes, emergency services and in rural areas.

As a result, BT is now strenuously negotiating with the government about the requirements of the licence, the re-scheduling of its debt and a number of other commitments necessary before it can become a public company.

Effect of liberalisation of transmission and network services

## Customers benefit from wider choice

ONE OF the most radical results of the British Government's liberalisation of telecommunications has been Mercury, the private sector company which is to challenge British Telecom with a rival telephone network.

Mercury is a joint-venture established by three blue chip British companies, Cable and Wireless, BP and Barclays Merchant Bank. Mercury has a 25-year licence to run an alternative telecommunications network in the UK and there is no immediate intention to allow any other companies to compete.

The Government granted a licence to Cable and Wireless on behalf of Mercury in February 1983, after months of haggling about the conditions.

Since then, Mercury has had a painful birth. British Telecom swiftly responded with some pre-emptive actions before Mercury had signed its first customer. BT cut trunk charges on busy routes and announced the widespread introduction of digital links for business.

And British Telecom's main union the Post Office Engineering Union (POEU) has begun an increasingly tough campaign against Mercury and its main shareholders as part of a larger protest against both liberalisation and privatisation.

response and a growing commercial awareness within Mercury there have been some major changes in its marketing and business plans:

● It has radically speeded up plans to introduce switching into its network. This will greatly widen its appeal and open up a much larger market than the relatively small one for private circuits.

● As a result Mercury will also start selling to much smaller organisations than the original plan which was to concentrate on large companies and government bodies.

● The Government move to encourage the massive expansion of cable TV in the UK has given Mercury a major new opportunity for gaining local networks.

Only BT and Mercury will be allowed to carry telephone conversations on interactive cable systems. Mercury should benefit in two ways from cable. One, as a trunk carrier of programming material. Second, and most important, it can enter the residential telecommunications market.

● Mercury has accepted that

demand for voice traffic will exceed that of sophisticated data services. And as a result, it is taking a more flexible approach to the technology and marketing.

● It also plans to expand its geographic coverage more quickly. It can do this to a very limited extent by leasing short circuits from BT. But Mercury also has an option on an East facing transponder on an Intelsat V communications satellite over the Atlantic which will give it a complete geographic coverage.

● Another very important change for Mercury occurred in August when the Government said it could offer switched international services. Until then Mercury could only offer leased lines to overseas countries—in other words, a company using Mercury's services could only be linked to one organisation overseas for each leased line.

The original delay to the licence had centred on this crucial point. International traffic will be one of the keys to Mercury's profitability, as it

is for many telecommunications authorities. The investment in Mercury has already passed £60m and the service has barely begun. By the end of next year it is expected to have reached £250m and it will carry on needing large sums of capital for many years.

Mercury's first major investment is to build a figure of eight loop of optical fibre cable joining London, Bristol, Birmingham, Manchester, Leeds and Stoke.

The optical fibre is being laid alongside British Rail's tracks. The figure of eight network is expected to be completed in 1984, using a combination of microwave and optical fibre. The complete optical fibre route is expected to be finished in 1985.

British Telecom's response to Mercury has caused some worry among its users who complained for years about its unwillingness to provide the advanced digital services they wanted.

BT has launched a new range

CONTINUED ON NEXT PAGE

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## WORLD TELECOMMUNICATIONS X

WESTERN EUROPE: Despite the high price paid, telecommunication markets remain highly fragmented along national lines

# Monopolies face new challenges

CONTINENTAL EUROPE'S patchwork system of fragmented national telecommunication markets dominated by powerful telecommunications monopolies, which has remained largely intact for most of this century, is being put to the test. The way in which the challenges before it are tackled is likely to have important consequences for Europe's future ambitions in world information processing markets.

Telecommunications has long been considered a "natural" state monopoly in most European countries, similar to posts and railways, on the grounds that it was a vital public service. The over-riding objective until recently has been to extend that service on equal terms to as many customers as possible.

But such policies today confront radically changed circumstances. Not only has a high level of penetration been achieved for basic telephone services in most of Western Europe, but rapid technological developments are turning telecommunications into a strategic industrial resource and a battleground for international competition.

National telecommunications authorities (NTAs) face increasing demands from their customers to supply an ever wider choice of sophisticated services, such as data communications, and are spending heavily to install digital switching and transmission instead of analogue technology and by replacing copper wire with optical fibre cable.

A recent study by Logica, a British computer services group, estimates that annual investment by PTTs in the seven largest European countries is running at about \$15bn. It forecasts that this figure will rise by about 50 per cent in real terms over the next five to 10 years.

Every Western European country will be obliged to undertake the massive initial investment

BY GUY DE JONQUIERES

ment in these new networks—or risk losing its place in the ranks of the advanced national economies," the study says.

In many European countries, these investment programmes are also being viewed increasingly as vehicles for encouraging dynamic national high technology supply industries.

France, for instance, has sought to use its huge network modernisation effort which has been under way since the mid-1970s to underpin the development by manufacturers of expensive home terminals and other equipment needed to operate two-way electronic information services.

An important motive behind these initiatives is the desire

to increase the ability of telecommunications manufacturers to compete on world markets. But international competition is a phenomenon for which continental PTTs have until recently shown little enthusiasm on their home territory.

Europe's telecommunications markets remain highly fragmented along national lines, protected by PTT procurement policies which have strongly favoured local suppliers and by a variety of imports. As a result, most European countries have managed to achieve self-sufficiency—and in a number of cases an export surplus in telecommunications equipment.

That contrasts with the sizeable deficits which must run on the much less restricted trade in data processing products.

But a considerable price is paid for these nationalistic policies. One effect has been to keep equipment prices high: a study by the Organisation for Economic Co-operation and Development, published last year, found that public switching equipment in the U.S. cost only about one-third to one-half of the average in Europe.

Furthermore, restrictive PTT approval procedures are blamed by critics for retarding the introduction of innovative products. Nixdorf, the West German computer manufacturer, has complained that the Bundespost took so long to certify a voice and data terminal which it developed a few years ago that it had lost its competitive edge by the time it could be sold.

Siemens, also of West Germany, has developed a private exchange (PBX) in the U.S. which is considered by experts to be technically well in advance of the products which the company sells at home.

Industrial collaboration and technical harmonisation in Europe have also been beset by nationalism. Though European PTTs have all embraced the goal of developing integrated service digital networks (ISDN), they are adopting technically different methods to achieve it.

The divergences have emerged even more clearly in their approach to the new generation of cellular mobile radio services: failure to agree on a common standard means that by the late 1980s, at least three different and incompatible

types of system are likely to be operating in Europe.

As a result, there will not only be practical inconvenience for users but also a fragmentation of the market for terminals, which will reduce economies of scale in production.

The EEC Commission has recently launched a campaign to try to achieve greater harmonisation of telecommunications policies and markets in the Community. It has warned that failure by the ten to achieve more common ground will both impede the modernisation of the telecommunications infrastructure and weaken European industry's ability to compete with U.S. and Japanese manufacturers.

The Commission has set out a list of fairly broad goals,

which it hopes will be backed by EEC heads of Government in December. They include steps to co-ordinate national medium- and long-term policy objectives, to achieve more technical standardisation, to adopt a common stand on external trade and to liberalise public procurement.

Even if the Commission receives a fair wind from the heads of Government, it faces some fairly tough obstacles. The PTTs are accustomed to the long traditions of autonomy and guard their independence jealously. Many are also bound by close, and mutually reinforcing, alliances with their favoured national equipment suppliers, which have little incentive to see their protected home markets opened to wider competition.

## Signs of change

But there are, nonetheless, some signs of change. In a number of countries, including West Germany and France, the PTTs have relaxed their monopoly over the supply of subscriber equipment such as telephones and PBXs. They continue, however, to control the approvals process and to discriminate against foreign manufacturers.

Some experts believe that the PTTs will be forced also to allow more private competition in the provision of "value added" network services such as electronic mail. Logica argues that the PTTs may find it impractical to maintain a monopoly over all the wide range of services which technology is now making possible, particularly the more specialised ones for which there is only a small number of customers.

But probably the single most important force for change lies in the difficulty of reconciling the PTTs' own desire to obtain better value for money in their procurement with the powerful economic pressures which are starting to reshape the structure of the world telecommunications industry.

In the past few years, financial considerations have led PTTs in a number of countries to introduce competitive bidding for major purchases, such as public switching orders, in place of the traditional system of cost-plus contracts.

In certain cases, notably France, the domestic industry was deliberately reorganised to create two or more manufacturers able to bid for such orders.

But as the ease of developing new generations of sophisticated telecommunications equipment have altered, it has become increasingly difficult for European countries to sustain more than one world-class manufacturer. The minimum investment needed to develop a new digital public exchange switching system is about \$100m—a sum which can only be recovered through large orders.

Faced with this problem, PTTs are starting to look beyond their traditional suppliers. In West Germany, the Bundespost has recently given its approval to TTT's System 12 public exchange, as well as to Siemens' rival EWS-D system.

In France, where Thomson's huge losses have recently prompted the Government to agree to a merger of its telecommunications business with that of its main rival Compagnie Generale d'Electricite, there have been suggestions that up to 30 per cent of the public switching market might be opened to foreign manufacturers in the future.

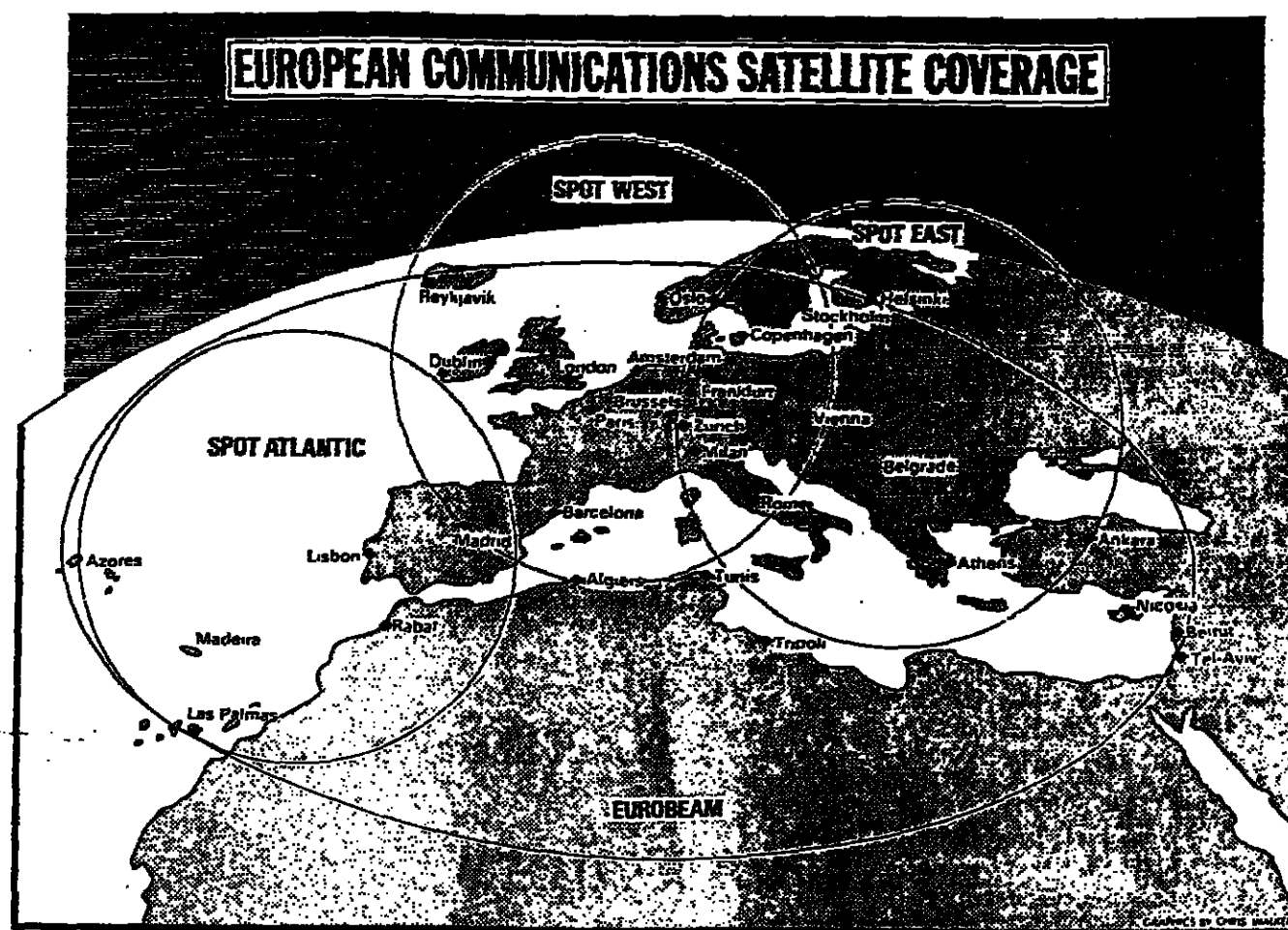
## Opportunities

And in the UK, British Telecom has let it be known that it will consider bringing in a competing supplier if production of System X by Plessey and GEC does not meet its standards.

These developments could create new opportunities for European manufacturers to sell into each other's markets and to form industrial alliances. Several have expressed an interest in partnerships and collaborative ventures, notably CIT Alcatel, the telecommunications subsidiary of Compagnie Generale d'Electricite.

But they will have to move fast if they are to reap the potential benefits and fulfil the EEC Commission's hopes of building a stronger European industry.

Many powerful non-European manufacturers are poised to exploit any opening in the market and so far—namely American Telephone and Telegraph, TTT, and Northern Telecom of Canada—have already got a foot in the door.



## WEST GERMANY: Bundespost invests heavily in new services

# Bildschirmtext has 'vast potential'

THE CONSUMER society is alive and well in West Germany, judging by the huge crowds flocking recently to the audio-visual exhibition in West Berlin and the automobile show in Frankfurt. The Germans have been careful about spending lately owing to a bout of queasiness caused by a cyclical downturn in the economy—but they have not lost their love of gadgets and glimmering cars.

All of this is encouraging to a man such as Herr Christian Schwarz-Schilling, the Post Minister, who is a fervent advocate of technological advance to meet consumer and business needs. As fast as he possibly can, he is pressing ahead with a wide range of communications projects aimed not only at inspiring and satisfying new consumer tastes but also at stimulating economic development.

A man with a flair for publicity, Herr Schwarz-Schilling used the occasion of West Berlin's audio-visual exhibition to proclaim the launching of Bildschirmtext, as it is known in West Germany. The service, which enables subscribers to call up textual data on a television screen via a telephone, has undergone trials in Düsseldorf and West Berlin since 1980 and now is to be progressively extended nationwide.

The Minister is confident that Bildschirmtext, as well as cable TV, will prove popular, meeting latent demands and creating jobs and investment in the process. Both services are part of a concept of an integrated system of voice video and data transmissions being vigorously promoted by the Bundespost, West Germany's postal and telecommunications authority.

The Bundespost's projects were already well under way before Herr Schwarz-Schilling came to power as a Minister in Chancellor Helmut Kohl's centre-right Government a year ago. But whether by accident or design, he has shown a remarkable talent for controversy and has given projects public prominence and a new sense of urgency. The Bundespost, a vast bureaucracy of half a million employees, manages more than ever before to convey a sense that things are happening—which is no mean feat.

Cast aside, if not forgotten, are embarrassing memories of the telecommunications industry's costly but abortive plans for introducing new tele-

phone switching technology in the 1970s. The system then developed—to replace the existing electro-mechanical switching—was given trials in some cities and initial problems were ironed out. But the system was abandoned in 1978 as obsolete in view of rapid developments in digital telephone technology.

The Bundespost later issued suppliers with specifications for a fully digital exchange and has been moving steadily closer towards giving the green light for volume production. Bundespost engineers have given lengthy tests to digital exchanges produced for local and trunk traffic.

## Optimism

Siemens, at the request of the Bundespost, recently submitted a detailed offer for series production of digital exchanges. Standard Elektrik Lorenz (SEL), a subsidiary of IIT of the U.S., has received a similar request and has voiced optimism about obtaining production orders. "We expect to supply a significant share of the Federal Republic's digital switching needs over the remainder of the century," Dr Helmut Lohr, SEL's chairman, remarked recently.

The progressive introduction of such exchanges will facilitate plans to incorporate a wide range of transmission services in a single integrated services digital network (ISDN). As part of this scheme, the Bundespost is also pushing ahead with plans for laying copper cable throughout the country—and later optical fibre cable, which will open the way for many other things, two-way communications between households.

One of Herr Schwarz-Schilling's first acts as a Minister was to increase the budget for cable laying from DM 400m to DM 1bn a year. He has justified this on the grounds that it will not only speed up the spread of new services such as cable TV but also help lift the economy out of recession. The Minister has argued that it is not yet feasible to embark on an optical fibre network but he is determined not to wait until it is.

Broad-based optical fibre, which offers prospects of a wider range of transmission than copper cable, is to be tested in a programme whose lengthy German title has given

## W. GERMANY SUBSCRIBER MARKET: SOURCES OF SUPPLY

Equipment	Supply	Installation	Maintenance
Switching equipment	Manufacturer	DBP/supplier	DBP/supplier
Transmission equipment	Manufacturer	DBP (normally) DBP	
Telephone handsets	(i) DBP (ii) DBP (iii) DBP/manuf supplier (other)	(i) DBP (ii) DBP (iii) DBP/supplier	(i) DBP (ii) DBP/supplier
Simple extra telephone equipment	DBP*	DBP	DBP
Telephone answering machines	Manufacturer	Supplier	Supplier
PABXs	DBP or manufacturer	Supplier	Usually supplier
Modems	DBP†	DBP	DBP
Telex terminals	Manufacturer	Supplier/DBP	DBP
Facsimile terminals	DBP or manufacturer	Supplier	Supplier
Teletex terminals	Manufacturer	Supplier	Supplier
Videotex terminals	Manufacturer	Supplier	Supplier
Radiophones	Manufacturer	Supplier	Supplier
Radiopagers	Manufacturer		

\* DBP: Deutsche Bundespost. † Except for modems used on international leased circuits.

## SOURCES OF BUNDESPOST REVENUE (PER CENT)

	1950	1960	1970	1980	1981	1982
Postal services	48.2	43.4	33.3	28.3	27.6	29.4
Banking services	1.6	4.1	3.9	4.2	4.6	4.3
Telecommunications	50.1	52.4	62.8	67.5	67.8	66.3
Other	0.1	0.1				

rise to the symbolic acronym BIGPON. Under this project, whose origins date back to 1981, the Bundespost is meeting half the DM 300m cost of industry's efforts to connect selected households in seven cities and to explore operating problems. The tests, to last until 1986, are to be carried out in Hamburg, Hanover, Düsseldorf, Stuttgart, Nuremberg, Munich and West Berlin.

Herr Schwarz-Schilling has given an assurance that the Bundespost will order 1m kilometres of glass fibre cable between 1985 and 1986. In preparation for this, five companies plan a joint operation in West Berlin to produce 100,000 km a year from the end of 1984. The

companies are AEG-Telefunken, Philips of Germany, SEL, Kabelmetal Electro and Siecor, a Siemens subsidiary.

The Bundespost has also embarked on a space satellite programme for transmission from 1987 of radio and TV programmes, plus other data, linking up with its cable network. This project is to be carried out by a consortium involving Siemens, SEL, Messerschmitt-Bölkow-Blohm and ANT Nachrichtentechnik (the former AEG division, now owned by Mannesmann, Bosch and Allianz Insurance). Two satellites—one a reserve—are to be launched while a third will be kept on the ground as a replacement if necessary.

With the cabling of West Germany going ahead more rapidly than originally planned, there is stronger momentum for the pilot projects to test cable TV. These projects are planned for Ludwigshafen, Munich, Dortmund and West Berlin. They have been the subject of long and emotive debate over the issues of commercial control of TV and increased TV advertising. Although the first of the test projects is due to start up at

the end of this year, many doubts still surround cable TV, not least about its financial prospects.

Even Bildschirmtext, despite its enthusiastic launching recently, still contains many uncertainties. The Bundespost has invested heavily in the service and hopes it will prove a revenue earner soon. It has a target of 1m subscribers by the end of 1986, by which point it will have invested a total of DM 500m in the service.

The Bundespost points out the vast potential of Bildschirmtext, including home banking. But its success will depend on whether households can be persuaded it is both fascinating and useful and whether businesses are prepared to invest in its services.

## Suppliers boom

In the meantime, however, Bildschirmtext is proving a boon to equipment suppliers. For instance, ANT—most of whose communications equipment and systems go to the Bundespost—has supplied 80,000 modems, which are to form a link between subscribers' TV sets and telephones. A similar order went to Philips TeleAde subsidiary.

Equipment suppliers and the Bundespost itself are anxious to promote other new telephone devices and data transmission services. With 23.4m telephone lines installed in West Germany at June 30 (and over 31m handsets), the market for telephone connections seems to be approaching saturation point. The Bundespost is therefore looking to new services as a source of revenue. As it is, telecommunications provide more than 60 per cent of revenue and profits in this sphere offset losses in postal and banking services.

The Bundespost has built up a strong telex network, with 152,800 machines installed by last June 30. It is actively promoting teletex and teletext, is looking at ways of expanding mobile radio and is considering the cordless telephone idea.

With annual investment running at nearly DM 15bn, the Bundespost is a key purchaser. While there have been some suggestions that it may look more to world markets for equipment, Herr Schwarz-Schilling has specifically stressed the need to help West German suppliers keep in the forefront of technology and secure export sales.

A third of the West German telecommunications industry's production is exported, the Minister has pointed out, and the jobs of 30,000 workers depend on this export business. The Bundespost has long been criticised for adopting a restrictive approach—not only by placing obstacles in the way of potential equipment suppliers, both home-grown and foreign, but also by hindering

## European PTTs: INVESTMENT PROGRAMMES

Country	Total annual investment	Exchange rate (units/\$)	Investment in \$	Investment per inhabitant	Sources of funds
UK	£1,500m in 1982-83	0.645	\$2,460m	\$44	88.5% internal in 1982; balance mainly from government funds; very limited open market borrowing
The German FR	DM 14,900m in 1983	2.55	\$5,843m	\$95	42.5% internal in 1981; balance on the open market subject to government approval
France	FFr. 27,000m/yr in 1982-85	7.68	\$3,530m	\$65	About 80% internal; balance on the open market through specialised institutions
Italy	4,170bn Lira in 1981-82	1,510	\$2,768m	\$49	Internal funding was very low but has now risen to about 50%; balance on the open market
Sweden	4,350m Skr in 1981-82	7.63	\$577m	\$67	85% internal; balance from government funds; Teleinvest borrows on the open market
Spain	About 110bn Ptas/year	143	\$769m	\$20	43% internal in 1981; balance on the open market, including overseas loans
Netherlands	Fl 1,600m in 1982	2.85	\$561m	\$59	Funding government controlled

† 1981 population numbers. Source: Logica.



Shopping in Germany via mail order from an armchair in Camberley, England, using the Bildschirmtext via a telephone link-up. Special software for this system was developed by Systems Designers of Camberley.

the development of new services through customer initiative.

On equipment supply, officials claim that all comers are free to apply to fulfil Bundespost needs. There have been indications of some liberalisation in equipment ordering, but the stringent detailed specifications laid down in hefty volumes still provide, in practice, a hurdle which is difficult to surmount.

Concerning new services, the Bundespost indicated some time ago it was considering allowing private customers to offer "value added" services, such as electronic mail. This could involve charges based on the usage of leased lines. But such ideas—which could strike at the nature of the telecommunications monopoly—have yet to bear fruit.

Herr Schwarz-Schilling has rejected suggestions that postal and telecommunications services should be split or that the Bundespost monopoly on these

services should be ended. But he has explicitly given assurances that he wants to revitalise the vast organisation and give it, as far as possible, a business-like approach to prevent it hampering economic development.

Business executives are apt to grumble about Bundespost inefficiency, but there appears to be no real grounds for opinion calling for a basic change in the nature of the monopoly.

The finances of the Bundespost present fewer headaches than, for example, the heavily loss-making railways, Bundesbahn. However, questions must arise about medium and long-term finances, if the Bundespost is to push ahead with major investment plans on its own and particularly if Bildschirmtext fails to produce as rosy a picture as the Minister hopes.

The Bundespost is required to cover its costs from revenue, rather than rely on Government subsidies. Its returns to

the government have more than doubled from DM 1.9bn in 1976 to DM 4bn last year.

But its net profit, after all burdens and transfers to reserves, has declined from a peak of DM 2.1bn in 1978 to DM 1.81bn in 1981 and DM 1.67bn last year. In addition, it increased its borrowing last year by DM 3bn to DM 48.8bn.

Herr Schwarz-Schilling described last year's profit as "just about satisfactory" but noted that it fell short of achieving a market rate of return on capital.

Nevertheless, he said, he did not believe that the Bundespost would slip into the red in the foreseeable future and he dismissed thoughts of putting up postal or telephone charges for the time being.

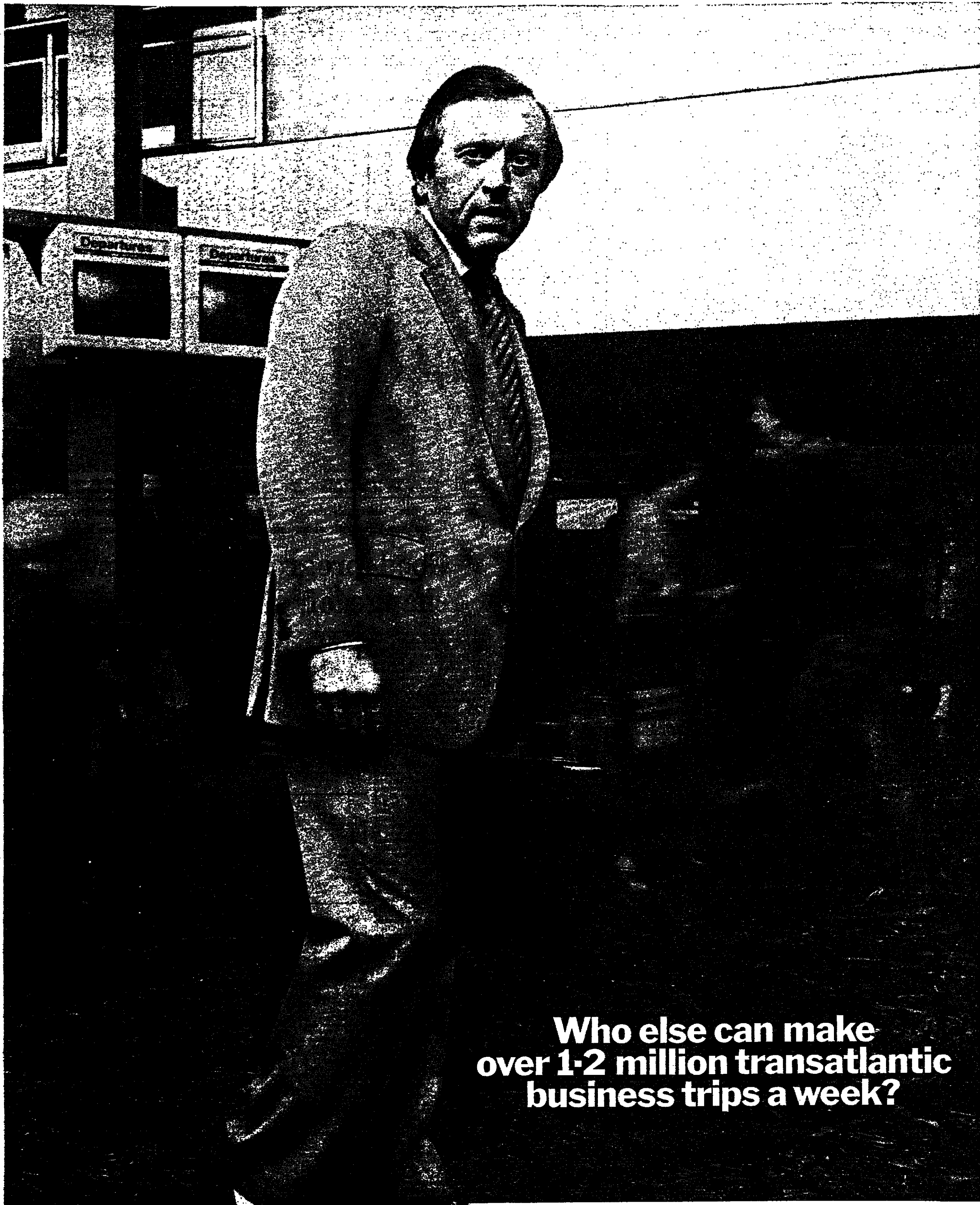
At this stage, he remains an optimist about the earnings to come from new telecommunications services.

John Davies

## DEVELOPMENT OF BUNDESPOST TELECOMMUNICATIONS BUSINESS

	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982
Telephone lines (m)	11.7	12.4	13.1	14.5	16.0	17.6	19.2	20.9	22.1	23.0
Total handsets (m)	17.3	18.8	19.6	21.2	22.9	24.7	26.6	28.6	30.1	31.4
No. of calls (bn)	18.5	19.9	21.0	22.3	23.7	25.1	26.6	28.2	29.8	31.4
Telex connections (000)	99	103	106	111	116	123	131	139	145	151
Telegrams (m)	11.5	10.5	9.4	9.0	8.7	8.2	7.9	7.6	7.1	6.1





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## WORLD TELECOMUNICATIONS XII

The reorganisation of French telecommunications marks a new phase in the country's industrial policy, says Paul Betts

# Massive shake-out under way in French sector

THE FRENCH telecommunications industry is undergoing a revolution. This follows the decision this autumn of the French Socialist Government to give the go-ahead to what is perhaps the biggest reorganisation ever to be undertaken by a European country of its telecommunications and electronics industry.

The centre piece of this reorganisation is a major swap of industrial assets between Thomson and Compagnie Generale d'Electricite (CGE), France's two leading nationalised electronics conglomerates. The swap will see the creation of a new French telecommunications concern grouping together the telecommunications business of Thomson and CGE under the control of CGE's subsidiary Cit-Alcatel. In turn, Thomson will take over control of CGE's electronic components business, its Sintra military division and its consumer electronics operation.

## Target

Although this is the biggest restructuring ever to be undertaken in the French electronics sector, it is by no means the first in France, and is again largely dictated by economic necessities. While aimed at halting the financial haemorrhage at Thomson, which lost FF 2.2bn last year and is expected to report another loss this year, the plan is also designed to give France a stronger position on the international markets by creating a new telecommunications group on a world scale. This new group will have annual sales of about FF 12bn and employ about 40,000 people. It will rank fifth in the world industry alongside operations of the likes of GTE of the U.S., Nippon Electric, Philips of the Netherlands, and Northern Telecom of Canada.

The reorganisation also marks a new phase in French industrial policy. Since last spring when M. Laurent Fabius took charge of the industry ministry, Socialist industrial policy has significantly shifted towards a more market and internationalist approach. This reflects the changing fortunes of the French economy which is now undergoing a period of squeeze after the initial policies of reflation launched by the Socialists in 1981.

Under the circumstances, M. Fabius was persuaded by the industrial arguments of M. Alain Comès, the chairman of Thomson, and M. Georges Pebeure, the managing director of CGE. They argued that France's telecommunications industry could only remain competitive by a consolidation and rationalisation of resources. Moreover, despite a number of achievements in the telecommunications business, especially in the fields of telecommunications in public digital switch technology, the results of the past years have on balance been disappointing for France.

The Socialist Government now hopes that this latest reorganisation will enable the country's electronics industry to become finally a springboard for domestic growth and international expansion. But by agreeing with the industrialists,

the Government was forced to upset the French post and telecommunications authorities, the PTT. The PTT was vigorously opposed to the Thomson-CGE asset swap. It has always fought the idea of a French monopoly telecommunications supplier. In the middle of the last decade, when former President Giscard d'Estaing launched the ambitious programme to modernise the French telephone network, the Government decreed the need for two French suppliers. One was Cit-Alcatel, CGE's affiliate, and the other Thomson, which in 1976 entered the business by taking over an "FT French subsidiary and the French interests of Ericsson of Sweden.

Although the PTT have been forced by the Government to accept the latest plan, they have nonetheless continued to warn of the need for more than one supplier for the next generation of public telephone systems in France. Indeed, before the deal was approved by the Government, the PTT leaked a memorandum warning that a single domestic supplier could only provide about 65 per cent of French domestic needs. Two national suppliers, however, could provide about 90 per cent of the public market's requirements.

But the prospect, however tentative and distant, of the French public market opening up to foreign suppliers does not appear to worry CGE or Thomson. Even the Government has been placing the emphasis on international alliances and collaboration in the field of public telecommunications in recent weeks. Indeed, the French Government has submitted a long policy memorandum at the European Community Brussels calling for, among other things, "the progressive opening of public markets." This, the French Government claimed in the memorandum, was a condition of industrial efficiency as long as this process was based on

the principle of reciprocity and was reserved to EEC manufacturers.

For CGE, the merger of Thomson's telecommunications activities will now give its Cit-Alcatel subsidiary a stronger position to compete internationally and also give it the resources to develop its next generation of local public exchanges.

## Rivals

Alone, without substantial support from the state itself with its own cash problems, Cit-Alcatel feared it risked falling behind its main rivals. With the Thomson deal and the concentration of resources around a single manufacturer, Cit-Alcatel believes it can work on its next generation of public equipment, which by all accounts could involve investments of more than 31bn over a five-year period. This new generation would replace Cit-Alcatel's current E-10 public digital telephone exchange system which has made it the world leader in this field in terms of sales and orders with more than 11m lines installed or ordered to date.

But CGE wants to see exports, currently accounting for about 30 per cent of Cit-Alcatel's sales, increase to 50 per cent of the total in the future. Growth will increasingly depend in coming years on international business, especially at a time when the French public telecommunications market is already past its peak.

Barely ten years ago, France only had 5m telephone lines installed. Now there are 21m lines installed and the target is 25m by 1986. But the big effort was made a few years ago. In 1976, 2m lines were installed with the figure rising steadily to 2.7m lines in 1979 reaching a peak of 2.96m in 1980. In 1981 already the number was falling to 2.36m lines.

Moreover, the PTT have been asked to shoulder more and

more of the burden of financing the development of the country's overall electronics industry. With the PTT, which have been investing annually about FF 27bn, increasingly squeezed, the Government has been encouraging French groups to export more and seek international alliances to strengthen their international bases, both in Europe and in the key U.S. market.

Both CGE and Thomson believe the merger of their telecommunications interests will strengthen France's telecommunications industry's export position by preventing, among other things, damaging competition between the two groups for the same contract. The most notorious example was the recent case of an Egyptian telecommunications contract where Cit-Alcatel was fighting fiercely against Thomson and Siemens. M. Pebeure of CGE also argues the merger will strengthen his hand in negotiating alliances and collaboration deals with foreign manufacturers. Such cross border alliances appear inevitable if more than a few merged telecommunications companies are to become truly competitive.

The reorganisation, like past French electronics industry shake-ups, is expected to cause major disruptions in the industry in the short term at least. The merger is likely to have a tough impact on Thomson's telecommunications division. This division has just emerged from four difficult years of reorganisation and is about to be plunged into a new reorganisation just as it was beginning to get its act together. Although the division has been costing Thomson about FF 400m a year in losses, its M-20 and M-25 public digital switch systems seemed to have started to overcome its initial difficulties while the telecommunications divisions also started coming out with a flow of new private telecommunications products.

Another controversial issue is the fate of CGCT, the country's third telecommunications manufacturer. CGCT, the PTT subsidiary nationalised by President Mitterrand, is by far the weakest of the three French companies. Recently, it agreed to a link up with Thomson in the public switching business but now this deal is clearly uncertain following the much broader Thomson-CGE industrial redeployment venture.

## Support

Although the Socialist Government has said it would continue to support CGCT interests, the company appears doomed to be eventually absorbed by the new state telecommunications monopoly. That is unless it can find some specific gaps in the telecommunications market to develop its own industrial identity. This has been the case of the private Jeumont-Schneider company, a subsidiary of the French Empain-Schneider conglomerate. Jeumont-Schneider has been developing smaller-scale digital exchanges largely designed for rural communities. It has found an important market for this product in Africa.



Olivetti is now Europe's leading manufacturer of data processing equipment, as well as being an important producer of telecommunications systems. Above: Olivetti's plant at Scarmagno

After near-bankruptcy three years ago, the Italian telecommunications sector makes a dramatic about-turn, as James Buxton reports from Rome

## Good progress after a swift change of direction in Italy

THE ITALIAN telecommunications industry has come a long way in the past three years. Both the main state telephone utility and its chief supplier have bounced back from near bankruptcy, new products are being developed and other manufacturers such as Olivetti are making progress.

The industry reached its nadir in about 1980. For several years the Government had refused to allow SIP, the state-controlled company which handles most of Italy's telephone traffic, to raise its tariffs adequately.

As its losses mounted it was unable to order new equipment from the state-owned company, Italtel (then called Sit-Siemens) whose turnover plunged 30 per cent in real terms in the five years between 1976 and 1980.

Both companies were badly run and highly inefficient, and Italy was falling far behind in terms of telecommunications technology. Italtel was making only halting progress in developing a second generation electronic exchange named Proteo.

Then, in one of those swift changes of direction which Italy is capable of when disaster really does seem to threaten, the Government moved.

In 1981 SIP received new management, was recapitalised, allowed to put its charges up and allotted a bigger share of the revenues of the other state-controlled organisations which also provide telecommunications services in Italy.

**Achievement**

But though the future of switching technology in Italy is now rather more clear, there are still many problems. So far, however, no decision has been made and the future in Italy or whichever company falls to win the contract is not certain. Both companies could collaborate in producing the chosen exchange.

Many people would consider such a division impractical, but the Government's decision further complicated matters by specifically assigning responsibility for most known new services to ASST.

That judgment of Solomon was supposed to have led to the signing of a new convention between SIP and ASST by the end of last year. But nothing happened: the Minister of Posts from last December to August this year decided that the answer was to have only one telecommunications utility.

Most people would agree with that, but he said that the utility should be a department of the PTT based on ASST. Rather than on the company, SIP, that minister has now gone and a new one is now finding his way with the matter still unresolved.

This administrative confusion, which is reminiscent of the inertia that brought Italian telecommunications to such a weak point in the late 1970s, is a serious threat to the introduction of new services, though these are also held up by uncertainties about the market for much less open to electronic innovation than, for example, Britain.

Even the traditional telex system is far less extensive than in other European countries, partly because of the inefficiencies of ASST, which handles it.

In March, 1983, there were 51,600 subscribers and a backlog of 5,652 orders. Only now are the first electronic telex exchanges being installed. Trials for services such as



Getting things right at Italtel: under dynamic new management, results have shown a dramatic improvement

## ITALY SUBSCRIBER MARKET: SOURCES OF SUPPLY

Supply	Installation	Maintenance
Telephones*	SIP	SIP
PABX	Open	Supplier
Telex	PTT (DCST)	PTT
Modems	SIP	SIP
Teletex	Open	Supplier
Facsimile	Open	Supplier
Videotex	SIP	Supplier

\* Main instrument only. Additional instruments are available on the open market. If a full service is introduced SIP may permit private supply. Source: Logica.

videotex, teletex and bureaufax are under way, under the control of both SIP and ASST, but the emphasis of both bodies at the moment is on raising the standard of the existing telephone and telex networks after the years of low investment.

Even if the prospects for national data networks and the equipment they require are still uncertain, Italian companies are stepping up production of other telecommunications products.

Italtel has set up a telematics subsidiary which makes equipment for data transmission, automatic and small PABXs. It is presenting at Geneva its products for transmitting in optical fibres, as well as its office 30 and office 100 PABXs.

## A leader

Olivetti, now Europe's leading manufacturer of data processing equipment, is also an important maker of telecommunications equipment. It already has about 15 per cent of the world market for electromechanical telex machines.

As its office equipment has become more sophisticated as the electronic typewriter and distributed data processing, so the need for sophisticated telecommunications equipment to connect offices to the outside world has become more pressing.

The company, which is based at Ivrea, near Turin, makes facsimile equipment, video terminals, videotex equipment, and teletex. In West Germany, where it is already established, Olivetti has provided about 35 per cent of those terminals which are operating.

Olivetti's objective is to be able to offer its customers an integrated service in which telecommunications are simply the window on the outside world of other equipment.

Much of its equipment is made under licence: larger PABXs are made under licence from the Canadian concern Northern Telecom, and small ones under licence from Plessey of the UK.

Olivetti will be presenting at Geneva its small KCS 4000, which is designed for up to 64 users. It will also be displaying its facsimile and videotex terminals, modules for connecting telex and teletex to personal computers and other data processing equipment. Another range of products includes systems for private data networks, and electronic teleprinters with memory.

The other main Italian company in the telecommunications field is the Fiat subsidiary Telettra. It is already stepping up its operations in telematics. It already makes some products for office automation and private networks, but has now just signed an agreement with Hewlett Packard of the U.S. under which it will co-operate in technical and commercial fields in Italy.

This will give Telettra access to Hewlett Packard's highly advanced products in this field, and enable Telettra to provide integrated systems for office automation and telecommunications.

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مركز المعلومات



# The Future

The future of telecommunications rides on the promise of digital technology.

For the past century, virtually all communications—voice, data, graphics, image—was based on analog technology. The transmission and routing of all information was done in the form of electrical waves in varying amplitude and frequency.

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Northern Telecom set off the revolution with an announcement in 1976. Applying its expertise in the key technologies of microelectronics and software, Northern Telecom became the first corporation to commit

to the introduction of a complete family of fully digital switching and transmission telecommunications systems.

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Northern Telecom's customers include all major telephone companies across North America, including Bell Canada, AT&T and its operating companies, the specialized common carriers, the U.S. military, the health and hospitality industries, educational institutions, governments at all levels, banks and other financial organizations, businesses large and small, and government PTTs in Europe, the Middle East, Africa, Asia, the Caribbean, and Latin America.

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## DMS\*

Central office switches route telephone calls within the network. Northern Telecom's DMS (Digital Multiplex Systems) Family comprises switches that can economically handle from a few dozen lines in a rural area to the sophisticated, high-capacity systems needed for as many as 100,000 telephone lines in cities.

The flexible design, dispersed processing, and remote modules that can be located away from the central switch, make it easy to expand an installed DMS switch as new capacity or features are required.

The first of Northern Telecom's computer-controlled, fully digital DMS switches were introduced in 1977. That's seven years of experience in developing, evolving, producing, installing, and servicing these sophisticated, compact, reliable, and cost-effective systems.

## DMS-1

The Digital Multiplex Systems most widely used by telephone companies in rural areas. DMS-1 can serve up to 256 lines over just four pairs of wires. There are currently 2,000 DMS-1s in operation to provide thousands of telephone subscribers with economic, improved service. The DMS-1A, and a new system called the DMS-1 Urban, can handle 512 and 544 telephone lines, respectively.

## DMS-10

DMS-10 can handle the needs of smaller communities requiring service for up to 8,000 telephone lines. The DMS-10M is a specially designed, compact version housed in a mobile cabinet on wheels. The packaged design virtually eliminates the need for engineering by telephone companies, permitting rapid and unassisted installation. DMS-10 also features Remote Equipment Modules to extend economically the capabilities of the central switch to surrounding areas.

More than 700 DMS-10s are in-service, including some 140 switches for 20 of AT&T's operating companies, and hundreds of other telephone companies across the U.S. and Canada, and in several other countries.

\*Trademark of Northern Telecom Limited

## The DMS-100 Family

The flexibility of Northern Telecom's modular hardware and software architectures has enabled the corporation to modify its large digital switches to serve all the different roles in the telecommunications network, and to meet the special requirements of particular customer groups, new markets, or countries.

For example, Northern Telecom has licensed its DMS-100 Family technology to two Austrian manufacturers to develop switching systems for that country. The corporation also licensed this technology to a Turkish manufacturer to produce DMS switches for Turkey's PTT. Northern Telecom has developed special features required by the U.S. military, the specialized and resale common carrier industry, and for cellular mobile radio-telephone system operators. There are now some 550 DMS-100 Family switches in-service or on order.

Reflecting the quality, reliability, and availability of Northern Telecom's DMS, AT&T's telephone operating companies have become major customers for these systems. AT&T has recommended the DMS-1, DMS-10, DMS-100, DMS-200, and DMS-100/200 for use and has signed supply contracts with Northern Telecom. These contracts will be transferred to the operating companies when they are divested in 1984.

The DMS-100 Family of switches, when first introduced in 1979, offered about 300 features. Today, as new capabilities and members of the family have been added, the list of features is more than 1,000. And the total continues to grow while other manufacturers are still introducing their basic systems.

DMS-100 can meet the needs of larger communities and cities needing a big switch for local calling. DMS-100 can serve up to 100,000 telephone lines and, with its Remote Line Modules, can economically provide service to smaller communities in surrounding locations.

DMS-200 is a toll switch that can handle 60,000 trunks (long-distance) circuits.

DMS-100/200 is a large switch combining local and toll capabilities.

DMS-100 Scope Dial was developed to meet the special needs of the U.S. Air Force which chose Northern Telecom's switching for its Scope Dial program to modernize telecommunications on its bases around the world. DMS-100's very-large capacity, proven reliability, advanced digital switching architecture, and potential for significantly reducing telecommunications costs, meets the rigorous requirements of the U.S. military's upgraded Automatic Voice Network (Autovon) and the global military network for telephone service.

DMS-100 Scope Dial switches are now installed at the Vandenberg base in California; Osan, Korea; Wright Patterson, Ohio; Eielson, Alaska; Hill, Utah; and four more are on order or are being installed.

DMS-200 Autovon is a special configuration of Northern Telecom's toll switch to meet the demands of the U.S. Department of Defense, military departments, and other users in the Autovon military global communications network. Five DMS-200 Autovons have been installed in the U.S.

DMS-250 was developed for specialized and resale common carrier companies in the U.S., such as Satellite Business Systems and MCI Communications. It enables these companies to benefit from, and to offer their customers the benefits of, the Digital World.

DMS-300 is an example of Northern Telecom's experience in designing systems for international telecommunications. This large gateway switching system connects a country's telephone networks to the international telecommunications grid. DMS-300 is currently being used by Teleglobe Canada.

DMS MTX is the newest member of Northern Telecom's DMS Family. The DMS MTX (Mobile Telephone Exchange), introduced in 1983, is a part of the cellular mobile radio-telephone system being offered by Northern Telecom working with the General Electric Company in the U.S. As an example of the flexibility of DMS, customers who have already installed DMS-100, DMS-200, or SL-100 (large PBX) switches can add the cellular mobile radio-telephone capabilities to their existing systems.

TOPS\* (Traffic Operator Position System) is a fully integrated, automated system for telephone operators that provides them with privacy, comfort, and ease of operation, and offers the telephone company considerable efficiencies and cost savings.

MAP\* (Maintenance and Administration Position) is a unique capability offered as an integral part of the DMS-100 Family, comprising an intelligent terminal for use in communicating with the switch to analyze and diagnose its performance. MAP can examine the system from an entire frame to a portion of a telephone line card.

## SL\* Family

Northern Telecom's SL Family of digital business communications systems can meet the needs of organizations for 30 to 30,000 telephone lines. The corporation was the first to introduce integrated voice and data handling capability and has become the leading international supplier of digital PBXs and data packet switching systems.

The SL Family will serve as network controllers for voice, data, and other forms of information in Northern Telecom's OPEN (Open Protocol Enhanced Networks) World\*, a program announced in late 1982 to provide new digital systems, features, and terminals for efficient information management systems. OPEN World will enable Northern Telecom's switching systems to connect the

corporation's digital networks and terminals with networks and devices produced by other vendors, giving organizations the freedom to choose diverse systems that will most effectively meet their requirements for information handling.

## SL-1

Northern Telecom's SL-1 PBXs can handle integrated voice and data requirements for small organizations needing as few as 30 telephone lines, to large businesses with up to 5,000 lines. The corporation is investing tens of millions of dollars annually to evolve and enhance the technology and capabilities of SL-1.

SL-1s are on order or in-service to handle 2.6 million telephone lines in 45 countries. Manufacturers in the United Kingdom, Sweden, Italy, and Korea have received licenses to manufacture and market SL-1.

## SL-100

Larger organizations can benefit from Northern Telecom's advanced digital business communications systems technology by installing an SL-100. SL-100 can serve up to 30,000 telephone lines, making it the largest digital PBX available today. This PBX is based on Northern Telecom's proven DMS-100 system.

## ESN

Northern Telecom's Electronic Switched Network (ESN), using SL-1 or SL-100, can link these PBXs and those of other manufacturers in sophisticated, cost-effective networks of 2 to 100 locations across the street or across a continent.

ESN's Communications Management Center (CMC) provides management with centralized control of its telecommunications network. CMC constantly records and analyzes telephone traffic, permitting changes to be made to the network as required. CMC's management features include user-billing and network-directory capability.

Other features, such as least-cost routing, can substantially reduce network costs by automatically finding the least expensive route for every call.

## SL-10

The SL-10 bundles data in packets and digitally addresses and transmits the information at high speed with other users' data also bundled in packets. For most users, the elimination of the need for dedicated lines and charges only for transmission time used, can mean substantial savings.

SL-10 supports communications interfaces and protocols from many computer systems so that different machines in the network can communicate with one another. SL-10 networks are designed to grow as the need for data connections and traffic accelerate.

SL-10 forms the backbone of the Canadian Datapac and West German Datex-P networks. In the U.S., the Federal Reserve System uses an SL-10 network to handle funds transfers of more than \$100 trillion per year. Other SL-10 users in the U.S. are Bankers Trust Company and Contel Network Inc. Internationally, SL-10s have been chosen for installations in the U.K., Hong Kong, Switzerland, Portugal, the Republic of Ireland, Belgium, and Austria.

## Transmission Systems

Digital transmission systems are the threads which bind the Digital World. Transmission systems carry information between points. Voice or data is carried from the home, factory, or office, or between central office switches by copper wire, coaxial cable, radio, and glass fibers to the telephone company or private network switches, and routed to the caller's destination.

Increasingly, optoelectronic systems incorporating fiber optics and laser technology are being used to transmit simulta-

neous digital voice and data signals through the global telecommunications networks.

## DE-4E

Channel banks facilitate a cost-effective and efficient transition to the Digital World. Front-end devices converting analog signals to digital and vice-versa, they make digital systems and products compatible with older generations of analog equipment.

Northern Telecom is the second largest manufacturer of channel banks in the world and the DE-4E is one of the most proven and reliable digital products available today.

## PLC-1

Northern Telecom's Private Line Concentrator provides businesses and other organizations with the means to reduce dramatically the number of leased lines required in their voice communications networks, cutting line costs by as much as 50 percent. PLC-1 also provides network usage data for improved management of the network.

## TI Mini

A TI Mini amplifies and regenerates voice and data signals as they are carried through the transmission systems. With its 24-channel capacity, the TI Mini repeater is designed to meet AT&T specifications.

## TIC

The TI Mini's brother, the TIC has all the features of the smaller system with twice the capacity.

## Digital Radio

Digital signals for voice, data, and video can be transmitted through the air. Northern Telecom's expanding family of digital radios currently includes 4ghz and 8ghz systems.

## Optoelectronics

Northern Telecom has been developing and installing fiber optics systems since the early 1970s and continues to lead in advancing optoelectronic technology. We have supplied over 150 fiber optic transmission systems, the equivalent of more than 62,000 miles of fiber. Lightwave communication through glass fibers is practical and economical for voice, data, and video applications.

The successful application of fiber optics systems to digital telecommunications means longer transmission ranges of up to 30 miles without amplification by repeaters. Fewer repeaters means less field electronics, higher reliability and lower installation and maintenance costs. Glass fiber is smaller and lighter than conventional cable systems and is free from electromagnetic interference.

Northern Telecom offers complete optical fiber transmission systems, including single-mode and multimode fiber and compatible components and systems' designs custom-tailored to meet present and future customer requirements. In Saskatchewan, Canada, for example, Northern Telecom is working with Saskatchewan Telecommunications, the province's telephone company, to produce and install a 2,000-mile fiber optics network. This digital system is the longest fiber optics network being put in service, in the world. It will provide integrated voice, data, and video (cable television) services to customers over 100,000-square-miles.

For more information on Northern Telecom and its products contact: Northern Telecom (U.K.) Ltd, Langdon House, Market St., Maidenhead, Berks., SL6 8BE Tel. (628) 72921.

**nt** northern telecom







## WORLD TELECOMMUNICATIONS XV

Daring technical innovation leads to success for Northern Telecom, as Nicholas Hirst reports

## Canada emerges as world supplier

IN THE last few years Canada has emerged as a leading supplier to the world market for telecommunications systems. Two companies dominate the Canadian scene, Northern Telecom and Mitel.

Northern Telecom, 53 per cent owned by Bell Canada Enterprises, the controlling group of the largest telephone operating company in Canada, has become the second largest telecommunications equipment manufacturer in North America, beaten only by Western Electric, and the sixth largest in the world.

Its sales last year topped C\$3bn, twice the level five years ago.

Mitel, which in 1975, had sales of only C\$300,000 last year had revenues of more than C\$250m and with around 13 per cent of the highly competitive U.S. market for private branch exchanges is running neck and neck with Rolm of California.

The success of Northern Telecom has been built on daring technical innovation and a strong home base. Canada is the second largest country in the world and spreads across four time zones. As Mr Richard Stursberg, director of Strategic Planning at the Federal Department of Communications put it: "Telecommunications is at central to holding the country together as railways were in the last century."

In 1976, just 100 years after Alexander Graham Bell, the Scots inventor who emigrated to Canada, patented the telephone, Northern Telecom, supported by its parent company, made the decision to try and steal a march on the competition and produce a full range of new generation digital telephone exchanges.

Northern Telecom was bringing up-to-the-minute computer technology to the telephone business. It was a gamble. From a level of C\$33m in 1973 Northern Telecom's research and development spending had risen to C\$241.4m in 1982 for a total of C\$1.05bn with the majority going on digital technology.

It has paid off. Net income in the first half of this year was up 80 per cent at C\$109.8m before an extraordinary gain in spite of a depressed Canadian market. Northern Telecom has become the darling of the Toronto Stock Exchange, with its shares rising to a high point recently of C\$80½ from C\$27½ earlier in the year after a one for three split.

Competitors such as the Swedish L. M. Ericsson, ITT and Western Electric are now trying to catch up. "I don't think any one of the main manufacturers comes anywhere close to Northern Telecom," said Mr Francis McInerney of Northern Business Information of telecommunications industry research organisation based in New York.

Mr Walter Light, chairman and chief executive of Northern Telecom says the company now has a two- to three-year technological lead. It has fully digital public and private exchanges serving 14m telephone lines in 50 countries, but the biggest market is the U.S.

Northern Telecom broke into the AT&T market in 1980 when the giant American telephone group approved the

sale of its DMS-10 small local exchange to Bell operating companies.

A new four-year contract was signed in June this year for Northern Telecom's larger DMS-100 family of large digital exchanges and toll switches.

With sales of transmissions systems AT&T and the Bell operating companies are now Northern Telecom's largest customers in the U.S.

Analysts believe that with the divestiture of AT&T's operating companies next year, Northern Telecom will be in an even stronger position to increase sales.

Sales in the U.S. now account for 55 per cent of the total compared with 32 per cent in Canada and the balance from other countries. Conversion to digital by companies in the Bell system has been slow with only 2 per cent of AT & T's total lines using digital switching compared with 19 per cent for the independents. But while sales to the Bell system offer scope for growth, Northern Telecom is increasingly looking to overseas markets.

In August, Northern Telecom signed a C\$300m five-year contract to supply digital switching systems to Turkey and, on October 6, announced a C\$12.9m investment in the UK to take advantage of the opening up of the British Telecommunications market.

Mr Light told a press conference: "Orders we have received for our digital switching systems from some 50 countries are just the beginning. We

expect to be viewed as more aggressive in the future."

While Northern Telecom has been going from strength to strength, Mitel has been running into problems. In contrast to Northern Telecom's strong share performance, Mitel has slumped from a high this year to C\$37½ to a low of C\$15½ and continues to trade around that level.

The first blow came in June when it announced it would not be continuing its partnership with IBM to develop a new line of switching systems.

IBM had chosen competitor, Rolm, instead. Then, in July, Mitel announced its first-ever quarterly loss of C\$4.5m and then a further loss of C\$3.5m was reported for the second quarter compared with a profit of C\$4.4m in the corresponding period.

Mitel is saying it will make a profit for the year as a whole, but its fast growth image has been badly tarnished.

Marketing of its first family of fully digital switches, the SX-2000 super-switch is a year late. And even the company's public relations co-ordinator, Diana Daghofer said: "We have had a reputation of talking a bit too early and a bit too brashly about our products."

Much is riding on the future of the SX-2000. In the year to February, 1983, out of development costs of C\$14m, 70 per cent were related to development of the SX-2000.

In the private branch exchange market digital equipment is growing fastest.

Meanwhile, the Canadian domestic communications market is in a state of flux. Canadian regulatory authorities allowed Bell Canada to re-organise itself earlier this year setting up a new holding company, Bell Canada Enterprises.

Its telephone-operating company, Bell Canada, remains regulated by the Canadian Radio-Television and Telecommunications Commission, but profits from other divisions will no longer be taken into account in approving its rate structure. This leaves the group free to compete on the international market without the fear that profits it earns will end up subsidising Canadian telephone users.

In July, Bell raised C\$336m by offering 12.6m shares to help it take advantage of new opportunities.

At the beginning of May, it had announced a new C\$1.6bn five-year contract to manage Saudi Arabia's telephone service. Bell Canada International now has 35 projects in 20 countries.

Bell and provincial telephone companies outside of its operating area of Quebec and Ontario retain a monopoly of public voice transmissions, but this seems likely to change.

Mr Francis Fox, the Communications Minister, told a House of Commons committee in May that his department intended to move to a competitive rather than a regulated environment. This could allow long distance discount operators to enter the market as they have in the U.S.

Regulation, however, is divided between Federal and provincial authorities and any changes to the present system could be vigorously fought.

What worries the Department of Communications is that if the Canadian telephone market is not opened up to free competition, business users could begin to route their calls through the U.S. where a competitive market exists.

## Netherlands move to privatise much of the network

CONTINUED FROM PREVIOUS PAGE

Last month, initial tests began of a Dutch text communications system, known as *democom*, by means of which messages can be exchanged and recorded along glass fibre connections. Public testing of the system, involving some 750 subscribers, is to start in the New Year.

In total, the PTT will invest around F1 2.9bn in 1984-F1 50m more than this year. Naturally, the postal service will account for part of this total, but the bulk will be in the field of telecommunications.

Glass fibre is already becoming a reality in the telecommunications field in Holland. In a few months time, two main telephone exchanges in Rotterdam will be joined by the new *NET-Kabel*, and the network of Philips, is providing both

the fibre and the special welding equipment required to effect the links.

The PTT believes that glass fibre is already a viable system over short distances and believes that by the 1990s a complete network will have been established. Traditional co-axial cable systems have to be boosted approximately every three kilometres. Glass fibre can carry information over 25 kilometres without trouble.

Dominating Dutch telecommunications is, of course, Philips. The Philips-Ericsson joint venture is currently installing a vast, sophisticated telecommunications network for Saudi Arabia, worth some F1 14bn.

Philips is also active in transmission systems purely of its own development, such as the new 565 MBIT/S coaxial line

product, while Philips will contribute marketing and specific development for different customers. The joint venture workforce will eventually reach 5,000 at its Dutch headquarters, and there are high hopes that lucrative contracts round the world can be secured by this pooling of knowledge and experience.

Philips has already proven, along with Ericsson of Sweden, that it can produce the goods in large-scale. The Philips-Ericsson joint venture is currently installing a vast, sophisticated telecommunications network for Saudi Arabia, worth some F1 14bn.

Philips is also active in transmission systems purely of its own development, such as the new 565 MBIT/S coaxial line

system and the 140 MBIT/S repeaterless monomode optical fibre system operable over 40 kilometres. Through Pye its UK subsidiary, it is engaged in cellular mobile radio, and its new Sophonet wide area office automation and data handling system is expected to be a significant money-spinner.

Philips' telex systems are already widely used in the Netherlands, and the new Pact telex terminal features powerful memory and message editing functions and a high-resolution bi-directional printer.

In 1971, Rotterdam opened the first computer-controlled telephone exchange in the world. This system has since been improved, and electronic automation has spread throughout the country. Push-button dialling from city-centre call-

boxes is increasingly common, and the latest generation of phone booths will be connected to a toll-free information service instead of being supplied with costly and instantly out-of-date telephone books. Many telexes are now electronic, and this trend is increasing. View-data is available on a general basis, and a packet-switched Datel service for large users was introduced in 1980.

## Set to grow

With a partial deregulation of the PTT clearly on the way, the market for private services is clearly set to grow. The compact nature of the country is bound to limit development in one area. Vast distances at least for internal communications traffic, are never covered in the Netherlands and cordless

telephones are frowned on by the Government as liable to create chaos in the dense Dutch system. Otherwise, it's all systems go.

The main areas likely to be open to free competition in the future are computer-based. View-data, the information-handling system based on a central computer and client units, is already a free area, supervised by the PTT and using its land-lines. But the system (known generically as *videotex*), is expanding, and a nationwide network of services is envisaged for later in the decade.

Teletex, the high speed, multi-function follow-up to Telex, is another system that is set to expand fast in the Netherlands, and once again it is foreseen that private enterprise will be

heavily involved. Computer and word-processor link-ups, both nationally and internationally, are intended as the end-result of Teletex, and while the PTT, or another single body, would continue to provide the information transportation, the provision of equipment and systems would be open to competition.

The leasing of lines and of bulk capacity is more controversial. Neither the Government nor the PTT are believed to favour the leasing of lines that could then be sub-leased (re-sale). However, there is some discussion of re-sale being permitted if the sub-leased line provides an enhanced service, possibly linked to word-processing or computers.

The Centrum Voor Informatie Beleid (CIB), an industry-sponsored lobby group fre-

quently consulted by the Government, believes that "cream-skimming" — the provision of low-cost telephone lines on a sub-lease basis — can be prevented if value-added services are made a condition of the sale.

CIB experts consider that the Dutch telecommunications industry has stood still for too long, and that the time for a change in direction has arrived now that the national network is rapidly being updated by digital and other electronic means. It agrees that the basic telephone and telex systems and the infrastructure must remain regulated — although not necessarily by the PTT — but wants to see private enterprise providing much more of the customer's equipment and services.

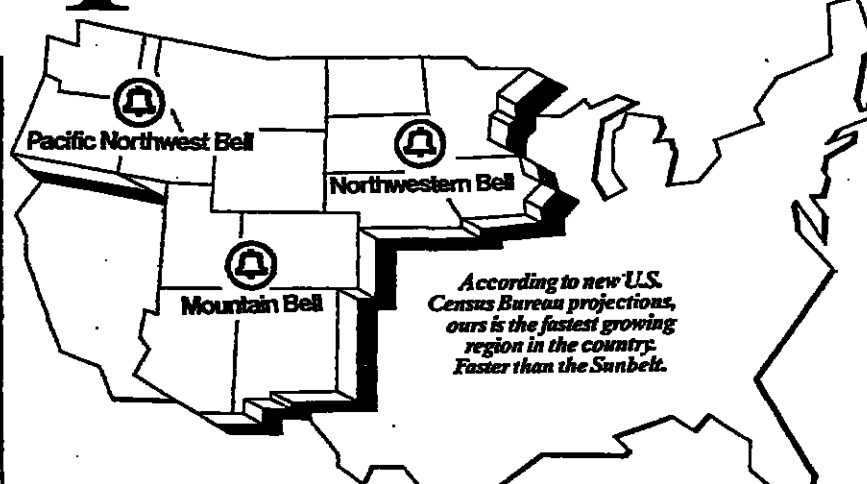
## It is impossible to think small in a place this big.

THIS PLACE IS US WEST. Geographically, we are the largest of the seven regional holding companies created by the divestiture of AT&T. Yet, geography is only one measure, and certainly not the most impressive measure, of our strength. Take a close look at some of the projections for our region's growth.

MIT/Harvard Joint Center for Urban Studies did. And their study on population trends revealed that the marketing area of US WEST is the fastest developing in this country. Faster, even, than the much touted Sunbelt. This is a dynamic environment for growth.

Personal income growth in our area is outpacing the rest of the country by 26%. Our unemployment is lower, our average age is younger, and our housing starts per capita are higher. The education level of our people ranks at the top. The quality of our work force is unquestionably high. And unquestionably valuable as a resource for growth. A recent study by *Inc. Magazine* compared wage, productivity and education levels on a state by state basis. The US WEST region is home to seven of the top ten rated states in that study.

The traditional base of agriculture, ranching and mining in our area is yielding its lead to high technology and



service based industries, industries of telecommunications systems that require the kind we provide.

Our region abounds with natural resources that will promote the growth of industry and enrich the lifestyles of our residents. 70% of the known gold reserves in the 48 states, 90% of the nation's copper, 92% of its uranium, 91% of its silver and 60% of its iron ore. This area provides 46% of the nation's supply of saw timber (critical to the recovering housing market) and encompasses 57% of the national forest lands. 40% of the nation's food product is rooted in our soil.

Five of the ten cities of great opportunity, cited by John Naisbitt in

his book, *Megatrends*, are in US WEST territory. Ours is a diverse and dynamic region, capable of accommodating the evolving decentralization of America with land, natural resources, trained individuals and a stimulating environment.

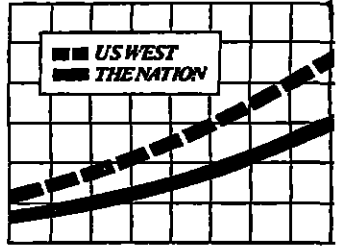
This environment is a natural setting for telecommunications growth. The increasing base and the increasing capacity to service that base will nurture continued progress.

We serve 14 states populated by 27 million people, encompassing 43% of the continental United States. We employ more than 80,000 people and manage over \$15 billion in assets. On our first day in business we will be among the *Fortune* top 50. Bigger in assets than Xerox, Westinghouse or Eastman Kodak.

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We're out to win our spurs.

USWEST



## WORLD TELECOMMUNICATIONS XVI

ASIA: The demands of the community as a whole, including the poorest, cannot be overlooked says Dinah Lee

## Rapid growth for fast data transmission

FAST AND flexible methods of data communication, once the preserve of multinational companies, is quickly becoming one of Asia's fastest growing industries, increasingly aimed at medium and small business operations as well as the giants.

However, communications experts taking advantage of Asia's phenomenal growth, cannot overlook the demands of the general community which includes the very poorest. In this regard, few contrasts could be greater than in Hong Kong where free telephones are still readily available to pedestrians stopping at fast-food counters and local shops and, at the same time, the Hong Kong Telephone Company could boast, until recently, the world's largest urban optical fibre network of approximately 3,000 fibre-km installed.

This claim was only recently superseded by duenos Aires which bought a larger system wholesale.

"You often see the most modern systems in developing countries that can buy the latest and the best available," said the assistant general manager of Hong Kong Telephone Company, Mr Brian Kennedy.

He described the race to dominate Hong Kong's growing market as highly competitive. "We are threatening the telex market and they don't like it," he said when describing the telephone company's two-year data message service.

## Developed

Using existing phone lines, the DMS system offers customers what the industry calls "store and forward" services.

Instead of using a telex machine, a DMS customer transmits his message over the telephone line with the help of a "modem" attachment to the telephone company's computer from which it is shot to a computer in the U.S., UK, Tel Aviv or South Africa.

The system as employed in Hong Kong was developed in a joint venture with a company in Tel Aviv, Argamon, and introduced two years ago.

Mr Kennedy claims that it cuts telex costs by 25 per cent for transmission to the U.S. and UK, he adds that rivals for the market, Cable and Wireless, tried to delay a licence for DMS by protesting that it would infringe their licence as the British colony's telex and telex monopoly.

He said that not surprisingly, both Kokusai Den Shin Denwa Company (KDD), the Japanese international carrier and Nippon Telephone and Telegraph public corporation (NTT) the

85.2m telex minutes, and is expected to grow by 10-15 per cent a year or more.

Cable and Wireless has introduced only in September their competitor — Dialcom — which they claim is error-free, using what is called "parity and flow control" to catch typographical errors introduced in transmission.

Using a microprocessor terminal, a customer "keys" into his "electronic mailbox" with his secret password and can store, send or retrieve material. For this reason it is called a "store and retrieve" system.

"We see our system as keeping telex business off the phone lines. We think the phone lines are for conversations," said Cable and Wireless' Asia-Pacific sales manager, Mr Jim Carman.

The Cable and Wireless system also uses a "packet switching system" to speed messages, and like the DMS system is highly adaptable to most microprocessors available in Hong Kong's competitive and varied computer market.

Dialcom can send messages from Hong Kong to the U.S., Australia, and Canada, the installation costs HK\$60 dollars and it costs 80 cents a minute for "connect time" when the central computer is in use.

There are approximately 42,000 customers in the U.S., 34,000 in Canada.

At the moment, Cable and Wireless are negotiating to extend the service to Korea, Manila and Taiwan. It is

operated in Hong Kong under licence to Dialcom in the U.S.

Both of these systems enable the user to receive information as well as send or plug into other commercial data transmission systems like viewdata or the Reuters finance wire. However, neither system publishes a directory which means that a sender into Dialcom or DMS must know the addressee's code, or number.

Interestingly, in a region where the dominant languages for anything besides international business are Japanese, Mandarin or Cantonese Chinese, none of them cope with the problem of transmitting ideographs, as well as old-fashioned slow facsimile transmission.

Therefore, Japan's facsimile market still grows faster than anywhere else in the world. Although "fax" cannot be edited or manipulated as easily as messages on a word processor, the Japanese do not seem to mind since so much more of their business communication is handwritten.

What is more, Cable and Wireless charges are cheaper than KDD's, so many customers with multiple lines route through Hong Kong, rather than Tokyo, e.g. companies in Korea. Nevertheless, KDD say that 40 per cent of overseas 'phone calls are data (not voice) messages and 90 per cent of those are facsimile.

At the same time, Hong Kong Telephone Company is working on three separate projects to develop a Chinese transmission service, one with

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Sun Hong Kai Research, one with the Chinese University of Hong Kong and one in-house project.

Cable and Wireless has been using for some time a computerised translation service for their telexgram service interpreting numbers for characters and vice versa.

Hong Kong and the South East Asia region in general is likely to continue to grow in this direction, largely because of its growing financial importance, coupled with the awkward time zone.

If message can be stored, delayed, retrieved, sped up and generally treated as instantaneous conversations without the worry of cost or length, Asian businessmen can literally do their business in their sleep.



The Cable and Wireless earth satellite station in Hong Kong, facing competition in one of the world's fastest-growing markets

Japan is under intense pressure to increase purchases abroad, reports Roy Garner

## Tokyo anxious for early settlement

WITH THE days fast ticking away before President Reagan visits Japan in early November, the Japanese government is becoming increasingly anxious that some form of early settlement can be achieved over a key bi-lateral trade issue; purchases of foreign equipment by the nation's telecommunications monopoly, the Nippon Telegraph and Telephone Public Corporation (NTT).

NTT's annual procurements of telecommunications equipment are worth around ¥3bn yet, despite efforts on both the foreign and Japanese sides over the past three years, foreign goods purchases still account for only around 2 per cent of this total.

The failure of foreign companies to gain a respectable foothold in the NTT market threatens not only to aggravate the strains caused by the overall U.S. trade deficit, which this year is expected to amount to approximately \$20bn (not to mention the UK deficit, which reached £1.015bn in Jan-May 1983), but it also puts in jeopardy the proposed renewal of a three-year telecommunications market opening agree-

ment, signed in 1981, which is due to expire in December. The agreement is of a reciprocal nature, allowing Japanese telecommunications equipment makers the valuable privilege of non-discriminatory access to U.S. contracts, and although some people would be happy to see Japan's market return to its previous closed state, most Japanese industry leaders, together with the Government, are anxious to see the agreement renewed.

Pressure from the U.S. and Europe over the opening up of NTT to foreign goods purchases first came to a head in late 1980. At that time NTT was still pursuing a strictly buy-Japanese policy, obtaining its equipment needs from the "NTT family" of favoured domestic makers.

## Independent

Three years of discussions on the NTT issue, first raised in the Tokyo round of the General Agreement on Tariffs and Trade (GATT), preceded the agreement finally concluded in 1981. Japan always insisted that the liberalisation of NTT pur-

chases could not be handled within the scope of the GATT free procurement pact, and instead settled for the present deal which treats it as an independent free trade issue.

NTT purchasing procedures are divided into three different "tracks," each relevant to specific types of telecommunications. During the past three years NTT's foreign purchases under track I have included digital PBX equipment and magnetic tapes for data telecommunications, while under the track II and track III procedures it has bought a satellite echo canceller, pocket bell pagers and microwave antennae.

Offshore procurement under the new agreement amounted to approximately \$60m by 1982, and NTT said it expected the sum to double annually at a minimum. Aware that this figure still looks paltry when set against the \$3bn of its overall yearly purchases, NTT announced this October that it is to buy other foreign equipment worth \$80m, thus boosting the sum of contracts awarded to some \$140m for the fiscal year 1983, equivalent to a quadrupling of purchases

since the previous year. The purchase total announced, however, includes a \$21m Gray Research Inc. supercomputer, which is arguably not a telecommunications product.

Other purchases include a \$64m communications traffic control system from A.T.&T. Inc and a \$4.3m transportable digital switching system from Northern Telecom Inc.

The Japanese argue that they have done everything possible to enable foreign companies to bid for NTT contracts on an equal footing. These moves have included the acceptance of applications filed in English, and registered at NTT offices abroad. NTT has also sent delegations to the U.S. to explain the nature of NTT procurements and bidding procedures to telecommunications makers, and to encourage their participation. The Japanese complain that although these import promotion seminars have been held in U.S. cities, few representatives from the U.S. telecommunications companies bothered to turn up, a fact not denied by the U.S. side.

They view the current NTT debate as being conducted

primarily on a political level, while on the business level NTT, as a buyer, feels it is in an unnatural position in having to develop interest among potential salesmen.

## Unfair advantage

The U.S. answer these charges of apparent apathy on the part of its manufacturers by claiming that NTT's long history of exclusivity has led smaller U.S. makers to conclude the market cannot reward the effort required for its successful penetration.

The U.S. also claims that Japanese companies retain an unfair advantage in NTT business through their ready access to its basic research projects, and is demanding that its makers be allowed to participate in these NTT research ventures, as a means of ensuring their goods will be of marketable specifications.

Several U.S. companies already in Japan, and committed to the acquisition of NTT business, have seen good results, and the chief problem now lies in encouraging the smaller U.S. manufacturers to invest in the Japanese market.

Rollm Corporation, for example, beat both Japanese and foreign makers to become the first company to gain NTT type approval for digital PBX equipment. The company did \$2m worth of business in the first year of Japan sales and expects to double this figure for each of the next four or five years.

Paradyne Corporation also recently won a major NTT order for its PIX II modems, and has since entered a joint venture with a Japanese software services company.

The next big issue in the telecommunications business promises to centre on Japan's domestic satellite services. Overseas companies are willing to enter into technology transfer deals, and to share business with the big Japanese suppliers in this field, but both the Japanese companies and the government are clearly not interested in the idea.

Japan's telecommunications market seems destined to remain a controversial trade issue for some time to come, and especially so, what, as at present, and in 1980, a U.S. Presidential election campaign is looming into view.

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